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Intel and Microsoft

The whole world in their hands?



Credit Suisse First Boston Why Mulford's accession

may lead to big change



Edzard Reuter

Time for revolution at Daimler-Benz

Trade with China

Why Gatt entry isn't open and shut



# FINANCIAL TIMES

Europe's Business Newspaper

### new approach to trade with US

Japan plans to adopt a new approach to trade policy with the US, based on formal rules and procedures for settling trade disputes rather than political deals, according to Japan's top trade negotiator, Noboru Hatakeyama.

He said Japan wanted to eliminate emotion and politics from the settlement of trade disputes. "We have given a lot of consideration to US industry: we accepted their request to come up with an import goal for semi-conductors. From now on, we want a trade policy governed by rules set by Gatt. Page 14; Clash of big battalions, Page 5; Kanemaru quizzed on 'tax evasion', Page

Glaxo, Europe's biggest drugs group, has been accused by the US Food and Drug Administration of making false and misleading statements about Zantac, the world's best-selling medicine with annual sales of about £2bn. Page 15

BT plans US operation: British Telecom plans this week to apply to US authorities for permission to operate domestic and international telephone services in the US. The application is expected to face stiff opposition from BT's US competitors, AT&T, Sprint and MCI. Page 14

Barclays Bank chief pledges change: Andrew Buxton, chairman and chief executive of Barclays Bank, responded to investors' criticism by promising that "a significant part" of his responsibilities would be passed to a new senior executive this year. Page 14

European Monetary System: The French franc is still trading at the bottom of the European exchange rate mechanism grid despite Germany's recent cut in money market interest rates. The cut of almost a ¼ point in the rate at which the Bundesbank provides wholesale funds to commercial banks may have prevented the French franc falling below FFr3.40 to the D-Mark at the end of last week. But the franc's divergence from its central rate against the Ecu increased over the course of last week from -43 percentage points to -46. The Spanish peseta remains at the top of the grid. Currencies, Page 25

EMS: Grid March 5, 1993

Estudo

The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the narrow band cannot rise more than 2.25 per cent from the weakest currency in that part of the system. The Spanish peseta and Portuguese escudo operate with 6 per cent fluctuation bands.

Cult siege stand-off continues: Efforts to end the eight-day siege in Texas, US, by 400 FBI agents of a farm compound containing cult leader David Koresh and around 100 people, reached

Banks' Bombay exposure raise: The total problem exposure of banks involved in the Bombay securities market scandal is Rs40.2bn (\$1.24bn), or Rs4.8bn larger than originally estimated, according to the Reserve Bank of India. Page 4

Kenya reforms at risk: Bold steps by the Kenyan government to liberalise its economy were in jeopardy after International Monetary Fund officials failed to agree a provisional deal that would allow restoration of foreign aid. Page 4

Afghans sign peace accord: Afghanistan's rival leaders signed an agreement in Islamabad, Pakistan, to end factional fighting which has killed thousands of civilians since they overthrew the former communist government last April but postponed deciding the new cabinet for 15 days. Page 4

Thomas Cook, the travel agency and financial services group, was considering final details of a tender offer for shares in Owners Abroad, the tour company fighting a hostile bid from rival

MTV Europe, the UK-based satellite rock music channel, is producing revenues of \$60m-\$70m a year. The hitherto undisclosed figures are at least double what analysts believed. Page 15

American Express, the US financial services group, is planning to sell more than half its majority stake in First Data Corporation, in a disposal that could bring \$1.2bn into American Express, which saw a profits setback last year. Page 17

UK government braced for treaty defeat: The UK's ruling Conservative party was last night braced for the possibility of a parliamentary defeat over the Maastricht treaty on European unification. Page 6

Swiss vote on petrol and casinos: Swiss voters backed an increase in petrol tax and the legalisation of casinos. A proposal to ban medical experiments on animals was substantially rejected.

Warning on German standing in Nato: Germany's credibility and reliability within Nato was being questioned by its allies, General Klaus Naumann, chief of the armed forces, warned.

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# Tokyo may adopt Italians angered by decrees on illegal funding

By Haig Simonian in Milan

ITALY'S judiciary and opposition parties reacted with hostility yesterday to a cabinet decision which would sharply reduce the political impact of the corruption investigations sweeping the coun-

Mr Francesco Saverio Borrelli, the chief public prosecutor in Milan, the city where investigations began, said the result of the total paralysis of the Investiga-tions and the impossibility to discover the facts of who was responsible"

Mr Carlo Ripa di Meana, environment minister, last night resigned from the government to show his opposition to the deci-sion. Mr Ripa di Meana, who resigned from the Socialist party last month, is the fourth minister to have quit in less than a

Mr Gerardo D'Ambrosio, dep-

uty public prosecutor in Milan, the city where investigations began, said "the public will find it difficult to accept that those being accused should decide to

let themselves off". He added: "What we've done, and what they don't tolerate, is that we've reached a trigger point, we've got to the heart of the system".

The decrees, approved by the cabinet on Friday night, would transfer responsibility for investi-

gating illegal political funding from magistrates to politically appointed regional prefects. They would also make the offence punishable by fines and probibition from elected office, rather than

The plans represent an attempt to distinguish the widespread practice of illegal funding from the more "serious" crimes of demanding and paying bribes, which would remain criminal

Magistrates in Milan met yesterday to consider the implications of the decrees, which would absolve many of the politicians now under scrutiny. A spokes-man for the national magistrates' association expressed concern about the measures and the use

of decrees to push them through. The strength of the opposition to the government's plans, broadly reflected in leading newspapers, suggests ministers will face a hard time obtaining the

als, which can become law immediately but must subsequently be backed by parliament.

Even some members of the four-party governing coalition expressed disquiet. Mr Mino Martinazzoli, leader of the majority Christian Democrats, said he was uneasy about the constitutional

> Continued on Page 14 threatened, Page 14

# Germany's far right makes big gain in polls

By Christopher Parkes in Frankfurt

GERMANY'S extreme right-wing Republicans stole votes from mainstream parties to make sweeping gains in local and city elections in the state of Hesse yesterday.

The results stunned the Social Democrats (SPD), and gave an unexpected lift to Chancellor Helmut Kohl's Christian Democrats (CDU), especially in large cities. Against all expectations, the SPD share of the vote slumped by 7 per cent, while the CDU lost only about 2 per cent of its sup-

The CDU displaced the SPD as the largest single party in the Franfurt and Kassel city coun-cils, exit polls showed. In Frankfurt, the largest and

port, according to early esti-

richest city in the state, the Republicans, led by Mr Franz Schönhuber, a former SS officer. took 10 per cent of the vote. In

one depressed part of the inner city they gained 14 per cent. The CDU, which won 33 per cent against the SPD's 31 per cent share, ruled out any coalition with the Republicans. The likely outcome appeared to be a governing coalition comprising SPD, CDU and the Greens, the environmental party.

Pewer than 70 per cent of voters went to the polls, compared with a 77 per cent turnout in the last election in 1989. Statewide, the Republicans collected an estimated 7.7 per cent, compared with less than 1 per cent for farright parties last time.

However heartening for the embattled Mr Kohl, the result -

in one of the richest German states - will fuel domestic and international fears about the rise to respectability of Germany's extreme right wing.

The result is likely to concentrate efforts by the government and opposition in Bonn to fill the political vacuum at the centre before next year's wave of state, European and federal parliamentary elections.

The ruling coalition and opposition are at present hopelessly divided on a range of issues, including a solidarity pact to pay for German unification and the apparently unstoppable flood of asylum seekers. Voters are also increasingly anxious about the economy's slide into recession and rising unemployment.

While the Republicans gained support for their policies of containing immigration and deporting "criminal foreigners", other from protest votes. The Greens, which are not cur-

rently represented in the federal parliament, increased their support in Frankfurt from around 10 per cent to almost 15 per cent. The liberal Free Democrats failed to take enough votes to

gain representation on the city council, but they improved their standing statewide with an estimated 6 per cent of the vote. The Republicans, which put up candidates in 22 of 26 areas, compared with two in the 1989 elec-tion, are expected to take 11 seats

in the Frankfurt council. The party overcame public disapproval which forced it to limit its electioneering.

### Commanders will hold talks on ceasefire to evacuate wounded

### UN steps up efforts to aid Moslems in Bosnia

By Laura Silber in Belgrade

**UNITED NATIONS officials will** make renewed efforts today to get emergency relief to thousands of Moslem refugees trapped by fighting in eastern

They are due to hold negotiations with Bosnian Serb commanders on the evacuation of the wounded from Konjevic Polje, a Moslem enclave in eastern Bosnia-Hercegovina, and the despatch of relief to nearby Srebrenica, whose population has doubled to 60,000 with refugees seeking sanctuary despite wors-ening conditions in the town.

General Phillipe Morillon, commander of UN forces in Bosnia, is expécted to meet General Ratko Mladic, Bosnian Serb commander, and General Sefer Halilovic, Bosnian army chief, in Sarajevo to try to arrange a ceasefire in eastern Bosnia and send in UN military observers.

While UN officials press for the are trying to link any agreement with an exchange of Serbs from Moslem-held regions of Bosnia.

Amid reports of dire conditions in Srebrenica, six US aircraft early yesterday parachuted 38 tonnes of food and medical supplies over the enclave. A doctor of the World Health

Organisation who got to Srebrenica on Saturday said about 2,000 people were reported to be sick and wounded in the town above the River Drina. Dr Simon Mardel estimated

that 200 seriously wounded peo-ple needed to be evacuated urgently and that an additional 9,000 women, elderly and children were seeking safe passage.

"This is the worst situation brought to my attention since I

Gen Phillipe Morillon, UN commander in Bosnia, addresses a press briefing after returning from Cerska

July," Sir Donald Acheson, WHO special representative, said after hearing Dr Mardel's report.

Gen Morillon, after crossing Serb lines on Saturday on a factfinding mission to Cerska, said there did not appear to be evi-

dence of atrocities. Amateur radio operators in Bosnia last week said hundreds of Moslems had been killed when Serb forces seized the town.

or burned but I did not see any evidence of massacres," Gen Morillon said. Bosnian Serb forces have blocked relief agen-cies from reaching Cerska since

the war began. Relief workers said at least 175 wounded and sick needed to be evacuated urgently from Konjevic Polje. Local leaders say the bamlet's

gees from Cerska. Konjevic Polie was the target of the US air-drop for two nights last week. Mr Laurens Jolles, of the UNHCR, said: "The brown packages were everywhere. Many people were chewing gum. The name Clinton was on everybody's lips."

Bosnian talks in balance, Page 3 A brief to build bridges, Page 12

# British supercomputer sale

By Louise Kehoe in San

the decision of one of the country's top weapons laboratories to purchase a supercomputer from the US subsidiary of Meiko Scientific, a little-known British-owned

in Berkeley, near San Francisco, has agreed to purchase a \$15m supercomputer from Meiko, choosing the British-owned company's product over those of several US competitors.

Supercomputers are used widely in weapons research, geo-logical exploration and meteorology. Meiko is believed to be the only non US-owned company to sell a supercomputer to a US gov-

ernment laboratory for 30 years. The decision comes only two weeks after President Bill Clinton

unveiled a technology policy

which includes plans to boost the

by encouraging greater collabora-tion between industry and the national laboratories.

Inmos, the innovative UK state-backed silicon chip manufacturer which invented the "transputer"

carry out 1,000bn calculations a second, has a list price of \$50m, although none has yet been sold. The company has sales of about \$20m a year and funds research

anese companies as their chief competitors, and the Meiko deal has shocked US industry execu-tives who are expected to protest against the sale.

ers have previously regarded Jap-

however, be applied to a Britishowned company since US compa nies dominate the European supercomputer market.

However, the sale may raise concerns about supercomputer export controls. While the US and Japan have agreed to limit sales of supercomputers to foreign governments because the computers can be used in the development of nuclear weapons, Europe has

has been brought into question, especially a sale to Israel in 1991 which would have been forbidden to US companies.

pany has a "bad export record". But by raising the spectre of uncontrolled supercomputer exports, US competitors are certain to get attention in Washington.

# to US laboratory sparks row

Francisco and Alan Cane in

A ROW is brewing in the US over

company.
The US Energy Department's
Lawrence Livermore Laboratory.

Meiko was founded in 1985 by six computer engineers from

computer-on-a-chip.
Its fastest machine, which can

and development out of income. US supercomputer manufactur-

US supercomputer companies have successfully argued that government laboratories should not purchase Japanese supercomputers, saying the Japanese government market is closed to

not so far agreed to such limits. Already, Meiko's export record

Mr David Alden, president of Melko Scientific, denied his com-

Intel and Microsoft reinforce their dominance, Page 13

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February 1993

Number's

Bonn and

Weimar

By Judy Dempsey in Berlin

NOT only history and John le Carré have immortalised Wei-

mar and Bonn. Both happen to

share the same post code: 5300. But not for much longer, if an ambitious plan by the

German post office is imple-

mented as scheduled on July 1.

On that day the two separate post codes of the two Ger-manys will be superseded by a

new system aimed at making

the postal service more effi-

cient and faster. Mr Norbert Schäfer, a post office official, said it was only

a matter of time before the

two systems had to be harmon-

ised. "The west German postal

codes system was introduced in 1961 (the year the Berlin Wall was built]. The east Ger-

man system, which was more

rational because it had more

post codes which thus covered

much smaller areas, was intro-

duced in 1965. But there are

800 towns and cities in east

and west Germany which

share the same postal code.

There's lots of room for error."

Introduction of the new sys-tem, at a cost of DM400m

(\$240.9m) and after nearly two

years' research and testing,

involves scrapping the current

5.400 codes and replacing

them with 26,000 new ones.

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Bruste Barbe

EC MINISTERS may be asked to rewrite a hard-won compromise on advanced television standards as part of a Danish strategy on high-definition television.

Revision of existing legislation - agreed in December 1991 after 15 hours of ministerial debate - would further dilute the EC's original standards-based strategy for developing cinema-quality television in Europe.

However, outline proposals being prepared by Denmark, which holds the EC presidency, have not yet gone far enough to attract the support of the ITK.

Britain is blocking the European Commission's much-di-luted Ecu500m (£413m) HDTV funding plan on the grounds that the spending is not justified. Britain believes so-called "Mac" technology backed by the EC will soon be overtaken by digital HDTV under development in the US.

Denmark has yet to receive any hint that the UK will relax its position. The Danes want to schedule a special early meeting of telecommunications ministers and avoid the scheduled May meeting, which is being overshadowed by rows on HDTV.

The directive agreed in December 1991 dictates that only one intermediate standard - called D2-Mac - can be used for wide-screen television broadcasts in the EC. Wide-screen television sets must also be built to receive D2-Mac transmissions. So far. Commission proposals for funding have reflected that

But Denmark's compromise would allow funding for other wide-screen standards and probably require the original directive to be broadened, to the benefit of rival intermediate technologies such as PALplus, which is being developed by a consortium of European broadcasters and manufactur-

market for milk.

trading from April 1994.

(tel 081-398 4101, ext 2444).

discussions take place later this year.

# Danes try Daimler-Benz set for China expansion

By Christopher Parkes in Frankfurt

DAIMLER-BENZ, the German automotive, aerospace and engineerautomotive, aerospace and engineer-ing group, is considering opening a bus assembly factory near Shanghai in China and setting up a local joint venture to make rolling stock for underground railway networks.

The opportunities opened up during a recent tour of the Far East, when executives examined a possible site for the bus works close to the Yangtse

"It was the most exciting trip I have

undertaken in all my years at Daimler," one participant said.
The visit reflected growing interest among German companies in the region - China in particular - and widespread determination that

Japanese industry should not be

allowed to over-run the market unop-

It also demonstrated Daimler-Benz's new strategy of exploring every possibility of extending manufacturing outside Germany and developing new

This policy is being driven partly by

the need to overcome the exchange rate disadvantages inherent in exporting from Germany.

For example, the group board will decide this year whether to manufacture its planned Mercedes-Benz leisure vehicle in the US. According to Mr Edzard Reuter, chairman, there is "fair chance" that a new plant will

be given the go-ahead.

Meanwhile, the company will soon start assembling a small number of cars in Mexico, and has recently signed a joint venture to make cars in

In a separate development, Siemens, Germany's largest electrical group, has taken a 49 per cent stake in a telephone distribution and service joint venture with TN Inc of Bangkok. The new company, TN Communications Systems, aims to win a 25 per

cent market share. Siemens also recently founded a joint venture in Shanghai to make and distribute telephone switch-

South-East Asian telecommunications markets are growing by more than 10 per cent a year compared with the world average of 3 to 4 per cent. German exports to China grew last year by a record 40 per cent to more than DM5.5bn (\$3.31bn), while the country's leading exporters said their shipments to Malaysia, Indonesia and Singapore rose by more than 10 per

According to the Hamburg-based East Asia Association, the improve-ment in these markets more than offset a 10 per cent fall in exports to

Japan last year. Interview with Daimler-Benz chairman, Back page, Section II

# Mitterrand to press for emergency G7 summit

By William Dawkins in Paris

François PRESIDENT Mitterrand of France will meet US President Bill Clinton for the first time tomorrow to get to know the new US leader and push for an emergency Group of Seven summit to discuss an international economic growth initiative.

The Washington meeting, to be held a fortnight before the French general election, in which Mr Mitterrand's Socialist party looks set for defeat by the right, seems as much designed to tell French voters that the president plans to keep the upper hand in foreign policy as to forge links with the new US administration. On March 16 Mr Mitterrand

plans to visit Mr Borls Yeltsin. the Russian president, just as the French election campaign the first round of voting on

Mr Mitterrand will press Mr Clinton for an emergency G7 meeting before the July summit in Tokyo, a move supported by Germany, said Mr Jean Musitelli, the president's "What is clear is that the

president will be sitting in the front chair" at such interna-tional gatherings, he added. France did not plan to abandon its tradition of a single chief in international affairs. The French president will

use the Washington meeting to seek clarification of the US administration's stance on the stalled multilateral trade talks under the General Agreement on Tariffs and Trade. Mr Clinton's recent complaint over subsidies to the European Airbus consortium and US antidumping duties on imported

steel are also on his agenda. At home, the opposition was showing increasing confidence

yesterday in its ability to hold its own against Mr Mitterrand in a government of cohabitation between the Socialist president and a right-wing parliamentary majority. Mr Bernard Pons, the parliamentary whip for the conservative RPR party, yesterday warned Mr Mitterrand not to try to block the future government's actions.

At a raily of 30,000 RPR supporters at Le Bourget, north of Paris, Mr Pons accused Mr Mitterrand of handing out top jobs in the public administration to friends, to keep as much power as possible. If the president tried to obstruct the new government, the future prime minister would call repeated confidence motions in the parliament, Mr Pons said.

The first casualty will be the suffix placed after every city, town and village, which characterised only the western German system and which denoted a particular district. Instead, all cities, towns and villages will have a prefixonly.

For instance, Berlin's trendy

Savignyplatz, whose post code is currently W-1000 Berlin 12, will be changed to 19623. "The W [for West], and the O [Ost or East] will no longer exist." explains Mr Schäfer. "The first two numbers of the new system will denote the region. The last three numbers denote the post office allocated to your new post code."

Mr Klaus Lammich, an official from the transport and telecommunications department of the Federation of German Industry, says he has members, mostly about the cost. "But overall, we accept it

retail and mail-ordering service, says the short-term effects will be difficult, but longer term its business should profit from a faster postal service. Mr Eric Jesker, a spokesman for Quelle, says it will cost the company around DM30m to change their entire

"Ouce July 1 comes, that's it. There no room for tolerance. There's no room for mis-takes. If you use the old post code, your letter will not get delivered," he says.



François Mitterrand: The president will not abandon traditional role in international affairs

## Italy agrees jobs package

By Haig Simonian In Milan

ITALY'S government is to spend over L7,000bn (£3.2bn) on additional measures for job creation, unemployment benefit and development grants to try to cushion the worsening

The measures will put further strain on public-sector finances, which are already rising above target this year. However, they should go some

**CONTRACTS FOR THE PURCHASE** 

OF RAW WHOLESALE MILK

The Agriculture Bill, now before Parliament, provides for the abolition of

the current arrangements for the marketing of milk in England and Wales

through the Milk Marketing Board. Instead it is proposed to create a free

Milk Marque is now being established by the Milk Marketing Board in

preparation for the free market. As the farmers' milk marketing business,

Milk Marque will offer a large pool of milk to fulfil its customers' widely

differing requirements. It is currently planned that Milk Marque will start

Milk Marque now wants to gauge its customers' likely requirements for

purchasing milk from Milk Marque during this period you can obtain full

details of the new arrangements by contacting: Mrs J Tay, Customer Sales,

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will be given a degree of priority when detailed contract

FRIDAY 16 APRIL 1993. Customers responding by this date

milk for the year April 1994 to March 1995. If you are considering

way towards meeting union demands for extra help for the unemployed and industries in

About 40,000 women marched through the streets of Rome at the weekend to protest against the effects of recession, in a demonstration organised by the country's three trade union federations.

The package should pave the way to a new round of meetings between ministers, unions

and employers' representatives to take up proposals on reforms to labour laws outlined in last summer's accord to abolish the scala mobile wage indexation system.

The economic package approved by ministers fores the creation of a L1,650bn national employment fund to stimulate job creation over the next three years. About L3,500bn will go on re-industrialisation projects.

## Swiss voters show signs of human weakness

domestic product. Rising wel-

fare payments and revenue

shortfalls caused by the reces-

By ian Rodger in Zurich

THE Swiss have long prided themselves on having such a strong civic sense that they will even vote for tax

Yesterday, true to form, 55.2 per cent of those voting in a referendum approved an increase in fuel taxes that will raise petrol prices by 20 centimes (9p) per litre. But some Swiss see this, and

the positive outcome of another vote yesterday, on legalising gambling casinos, as evidence of a less admirable and perhaps ominous trend among their countrymen.

According to this view, these votes show that the Swiss are becoming more like everyone else. They would rather let the government tap new and relatively painless sources of income than have it cut services to reduce its bloated defi-

The Swiss federal government's deficit has soared in the past two years, reaching SFr2.86bn (£1.3bn) last year,

sion mean that this year's budget deficit of SFr3.3bn will be substantially exceeded, Mr Otto Stich, the finance minister, has predicted.

Mr Stich tried hard last

### Some see an ominous trend developing

autumn to win his colleagues' support for swingeing spending cuts. When he failed, he proposed the two revenue raising measures that were approved yesterday.

Mr Stich said that the petrol tax would add SFr1.3bn a year to federal coffers, while still leaving Swiss petrol prices lower than those in neighbour-

ing countries. He claimed casino legalisation would merely bring Switzerland in line with other European countries, but opponents argued that their country did not need another institution for money launderers to

ment, which proposes to take 80 per cent of casinos' gross revenues, will raise about SFr150m a year from this source, but it is unlikely to come quickly. Police forces have warned that neither the potential casino operators nor the law enforcement agencies are competent yet to deal with the kinds of criminals attracted to casinos.

A third national referendum. calling for the total abolition of vivisection, was overwhelm-ingly defeated, with 72 per cent of those voting opposed. The issue is a frequent one in the Swiss plebiscite lists.

Swiss voters return to the polls in June on two highly controversial topics related to the Swiss army. One petition calls on the people to forbid the army from buying new fighter aircraft for 10 years. The other would reduce the number of battlefield train ing grounds at the army's dis-

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### **CONTRACTS & TENDERS**

On the commission of Mezögép Rt. Szolnok (Agricultural Machines Factory Itd. Szolnok) Incon Tanácsadó Kft. (Incon Consulting Ltd.) invites a tender of two

for an investment project for the sale of the following properties at starting prices specified below:

a√Site at Hort

b/ Factory of lifting machines at Törekszentmikös c/ Site at Kisujszállás d/ Site at Heves c/ Site at Cibakhaza

1. The tender documents are available from March 10, 1993, for a fee of HUF 20,000 at the headquarters of Incon Tanácsadó Kft./1113 Budapest, Bartók Réla

2. The tender documents are available in Hungarian, English and German. The deadlines for presenting the bids are

a/Site at Hort April 5, 1993. 3 p.m. b/ Facury of lifting machines at Türükszenlmiklös April 5, 1993. 3 p.m. c/Site at Kisujszaillás. April 6, 1993. 3 p.m.

d/ Site #1 Heves April 7, 1993, 3 p.m. c/ Site at Cibakháza bids should be presented to Incon Tanacsado K(L/III3 Budapest, Bartok Belaut 92-94, A/III/14/.

5. Bidders are expected to maintain the offers they present for a period of 60

For further information please contact: Dr. Såndor Paskås Managing Director

Incon Tunace and Kft.

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Mr Stich believes the govern-

received complaints from because it is necessary." Quelle, the country's glant

data system.

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Mr Alija Izetbegovic, Bos-nia's Moslem president, said before leaving for Sarajevo progress had been made in the negotiations on a map dividing the country into 10 semi-autonomous provinces. But diplomatic observers remain sceptical about the Moslems' or Serbs' political will to conclude an agreement at this stage. There's no question that the fighting that has been going on [in eastern Bosnia] has made the talks much more difficult."

Though Mr Izetbegovic said he would be returning to the US later in the week "with the intention of moving the discussions forward to a successful conclusion", there are indica-tions that his colleagues in the

Mr Cyrus Vance, one of the

two international mediators,

less ready to compromise. Bosnia's ambassador to the

Izetbegovic sees progress on mediators' map

Bosnian peace talks

United Nations, Mr Muhamed Sacirbey, who is reported to have visited Washington last Friday to put the case against acceptance of the plan tabled by mediators Mr Vance and Lord Owen, again struck a warning note at the weekend.

The president (Mr Izetbegovic] needs to respond to the proper authorities, who are not very pleased that lines may be drawn on the basis of ethnicity and, as a result, the reception is lukewarm," he said. Nor does the declaration made by Mr Radovan Karadzic, the Bosnian Serb leader, after the suspension of the talks on Saturday hold out much hope that he will prove more flexible in the future than in the past. While promising that he and

his political colleagues would try to find "the possibilities for further compromises", he claimed that the Bosman Serbs had made the biggest compromises so far. Moreover, he warned that, if US President Bill Clinton's threat to tighten

Bosnian government are much sanctions against the Serbs if they did not stop fighting was carried out, "we would leave the conference".

It is virtually certain that Mr Izetbegovic will return to New York with more demands for territorial adjustments to the provincial map, which are likely to prove unacceptable to the Bosnian Serbs.

Following the acceptance last week by the Bosnian Moslems of the ceasefire and military disengagement provisions of the proposed peace settle-ment, the mediators pulled out all the stops to persuade Mr Izetbegovic to endorse their map. If he had, it would have left Mr Karadzic as the only leader of the warring parties not to have endorsed it, and thus much more vulnerable to international pressure.

The mediators' tactic of isolating Mr Karadzic, as they did earlier in the negotiations when he was ultimately "per-suaded" by President Slobodan Milosevic of Serbia to accept the new constitutional framework for Bosnia, has thus been thwarted for the moment.

# Criticism stings Brussels into support for air-drops

By Lionel Barber and David Gardner in Brussels

THE European Commission is trying to push member states into active support for US airdrops of humanitarian aid to besieged Moslem enclaves in eastern Bosnia-Hercegovina. Mr Hans van den Broek, EC commissioner responsible for external political relations, told the Financial Times that support could extend to making available EC supplies of food and medicine for delivery by

The proposal is expected to be discussed today at a meeting of EC foreign ministers in Brussels, along with the question of whether to tighten sanctions on Serbia.

When the US canvassed Nato allies at the end of last month for support for the air-drop. EC

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states expressed lukewarm support for Washington's initiative and withheld practical contributions, preferring instead to continue with their efforts to deliver aid through land convoys under UN aus-

The EC has been stung by criticism that it has not done enough to relieve suffering in the former Yugoslavia, and that its role as the largest supplier of humanitarian aid has been overshadowed by the high-profile US air-drops.

Mr Manuel Marin, EC commissioner in charge of human-itarian aid, unveiled last week a new Ecu60m (£49.6m) package for the former Yugoslavia one quarter of the total aid the Community expects it will have to provide this year. The EC has already delivered Ecu290m in aid since the onset

of the crisis. Mr Van den Broek's call for a closer association with the US air-drops is based on the condinate its efforts with the US

- and Russia - if more permanent solutions to the con-

Mr Van den Broek said that, in the event of a peace plan being agreed, the EC, the US

and Russia should be involved in making such a political settlement stick "with all accompanying military elements" Senior EC diplomats said last week that if the peace plan

drawn up by Lord Owen and Mr Cyrus Vance under EC/UN auspices collapsed, there would be a progressive tightening of sanctions against Serbia. But if a deal is struck, the focus will move rapidly to the

issue of enforcement. The diplomats make clear there is a growing likelihood that Nato will take the leading role in policing a deal. One ambassador said: "The idea of involvement by the alliance in policing [any agreement] is ris-

ing steeply up. The same diplomat also noted that France was playing an active role in Nato's defence planning committee for former Yugoslavia, "a very striking change which is extremely encouraging".

### German influence in Nato in 'rapid decline'

GERMANY'S influence in Nato is rapidly declining, its credibility is being questioned, and it no longer deserves special treatment now that the cold war is over, General Klaus Naumann, the country's chief of staff, said yesterday, writes

Judy Dempsey in Berlin. His comments follow debate among the country's political parties about how far the Bundeswehr, or armed forces, should become involved in activities outside Nato territory, as well as playing a role

Unique for Geneva

ciliation operations.

They coincide with remarks by Mr Hans Dietrich Genscher, the former foreign minister yesterday told the Welt who am Sonntag newspaper that the country's soldiers had the right to know about cuts in personnel as well as future

Bundeswehr operations are restricted by the 1949 constitution, which limits German troops to operations on Nato

### Yeltsin urges

# plebiscite on crisis

RUSSIA'S president, Mr Boris Yeltsin, declared yesterday that the country was in the grip of a constitutional crisis and that a referendum on who rules the country should go ahead, Reuter reports from Moscow.

Moscow radio, Yeltsin said he wanted to reach an accord with conservative rivals, expected to challenge him at this week's session of the Congress of People's Deputies, the top legislature. "I very much hope to

achieve concord at the Congress between the legislative and executive authorities and the president," he said.

"If the Congress cancels the decision to hold a referendum, and the Congress could do it, this will show a lack of trust in the people," he said. The referendum has been

called for April 11 to deter-mine who rules Russia – president or parliament. Yeltsin's seven-minute interview, showed that he was counting on the plebiscite to strengthen his mandate for

radical reform. Yeltsin and his main rival, Mr Ruslan Khasbulatov, par-liament chairman, have been exchanging verbal blows for weeks as a struggle between the executive and legislative authorities has intensified.

This week's emergency Congress, due to open on Wednesday, could bring the conflict to a head. Conservative deputies are expected to renew efforts to trim Mr Yeltsin's powers. Many oppose the referendum, which they warn could destabilise the country further and



Red Square protest by supporters seeking to oust Boris Yeltsin

even lead to its disintegration. Yeltsin called for unity to resolve a crisis whose roots he said lay in the contradictory constitution inherited from the Soviet era.

"I have become convinced that it is not those on the right, nor those on the left. nor the centrists, nor the communists, nor the democrats who can save Russia...We need consensus among parties and organisations," he said.

Yeltsin even held out an olive branch to communists, whose party he once outlawed. "There are also healthy communists who support Russia and its revival and accordingly do not want to wage a confrontational struggle," he said.

Conservative deputies are worried that the president might call upon the armed forces to back him if he does not get his way in the Congress. But Defence Minister Pavel Grachev vowed at the weekend that the army would stay neutral in the conflict.

The army...will not participate in political games. That would be dangerous," Mr Grachev told Rossiskiye Vesti

# US preparing aid measures to bolster Russia

THE US is working on aid measures to get the process of economic reform in Russia back on track and at the same time bolster the political prospects of Russian President Boris Yeltsin.

President Bill Clinton has promised to offer specific 'innovative solutions" at his meeting with Mr Yeltsin in Vancouver next month, and officials are working on plans for loan guarantees to help build housing for redundant Russian troops, as well as an enterprise fund to aid entrepre-

At the same time, US farmers are pressing for an urgent settlement to Russia's debt problems, which have halted sales of their grain under a government-guaranteed credit

Russia is more than \$400m in arrears in payments on these US grain credits, although it made a token \$15m payment last week. A full solution, however, depends on reaching a broader agreement to resched-ule all of Russia's outstanding debts to the Paris Club of cred-

This rescheduling has been held up, in part because of a dispute between Russia and Ukraine over how to divide responsibility for debts incurred by the former Soviet Union. Negotiations have been stalled since an offer from the Group of Seven leading industrial nations in December to reschedule over \$15bn of past official debt, cutting Russia's debt service obligations this

While the Russian debt question was discussed at last week's meeting of the G7 finance ministers, treasury officials give every appearance of being baffled on how to proceed.

The Clinton administration is considering setting up a direct food aid programme to replace the grain credits, and members of Congress from farm states have come up with a number of other imaginative solutions, such as the proposal from Mr Dan Glickman of Kansas to swap Russia's nuclear weapons for forgiveness of its entire debt to the US.

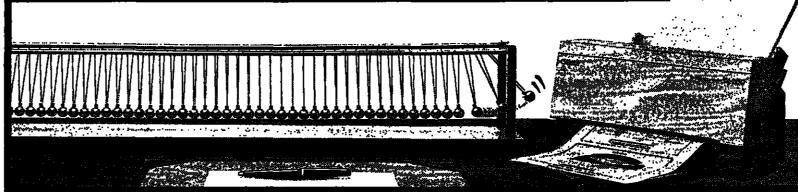
Mr Clinton's outline budget proposals would increase aid to Russia and the other former Soviet republics to \$700m from \$417m this year, while at the same time cutting or freezing most other US foreign aid programmes.

He also appealed strongly for more aid for Russia in recent

The new president has also been consulting one of his pre-decessors, Mr Richard Nixon, who last week called on the US to exert some leadership over the other G7 nations in order to win a debt rescheduling agreement, persuade Japan to stop making its aid conditional on a return of the contested Kurile islands, and prop up Mr

Although the State Department last week disavowed the prediction of Mr Richard Armitage, who had been in charge of US aid to the former Soviet republics, that Mr Yeltsin would not last long in power, many US officials privately consider Mr Yeltsin's prospects

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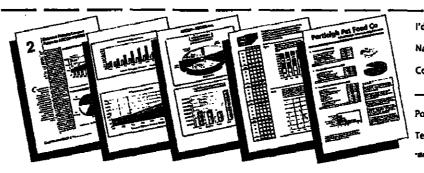
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# Banks' Bombay exposure raised

By Stefan Wagstyl in New Delhi

THE total problem exposure of banks involved in the Bombay securities market scandal is Rs40.2bn (£873.9m), or Rs4.8bn larger than originally esti-mated, according to a report published at the weekend by the Reserve Bank of India, the central bank.

The reserve bank, in its fourth report on the affair, raised its estimate after months of investigations of the books of banks and stockbrokers involved in the scandal. The affair, which erupted last April, has prompted the

ter, the arrest of about 20 people and beavy losses for some banks, including Standard Chartered Bank of the UK.

The banks lost money mainly through extending credit to brokers in the fastgrowing and lightly-supervised inter-bank securities market. The four foreign banks most active in the market were Citibank and Bank of America of the US, ANZ Grindlays and Standard Chartered.

The report published at the weekend confirmed previous findings that banks knowingly evaded reserve bank guidelines by giving brokers wide freein the stock market - both for banks' own accounts and for

clients The report concentrates on the roles of Standard Chartered and ANZ Grindlays, having singled out the two American-owned banks for detailed treatment in an earlier study. The investigators say Standard Chartered surrendered discretionary control of funds to Mr Hiten Dalal, a broker, in return for guaranteed returns on their money. The report says the arrangements were made in full knowledge of senior management at Standard Char-

"Standard Chartered has been carrying on its securities transactions in total contravention of reserve bank guidelines and in violation of the norms of prudent banking," says the reserve bank, in one of the strongest criticisms contained

Standard Chartered has previously admitted breaking guidelines and violating prudential norms. It has put the blame principally on relatively junior executives and on inadequate supervision by their

Grindlays for its part was closely involved with Mr Har-shad Mehta, another important

Big Bull for his perpetual opti-

The report says the extent of Grindlay's connection with Mr Mehta was camouflaged by the fact that payments from other banks were deposited directly into Mr Mehta's accounts at Grindlays without specific instructions to do so. This created the impression that the transactions involved banks only, when in fact they involved Mr Mehta.

All four foreign banks named in reserve bank reports have moved senior managers out of India since the scandal

The leader of Australia's conservative Liberal/ National party coalition, John Hewson, dumps rubbish he collected yesterday from a Sydney beach as part of Clean Up Australia Day. Mr Hewson received a blow to his hopes in next

Saturday's federal elections when he lost a televised debate with Labor's Paul Keating, Kevin Brown reports from Sydney. Mr Keating won 54 per cent of votes cast by a studio audience compared to Mr Hewson's 33 per cent.

# S African parties in pact on talks

By Patti Waldmeir

WHITE and black politicians in South Africa have agreed to resume constitutional negotiations within a month.

Agreement was reached, however, only after a preparaburg at the weekend agreed to postpone consideration of all potentially contentious issues: a sub-committee must resolve them before the talks can begin. Problems remain over such vital issues as how the talks should be structured. who should attend, who should chair them and what

they should be called. Several delegates stressed that the mainly Zulu Inkatha Freedom party, which often proved obstructive in a previous round of multi-party talks, demonstrated what one ANC delegate called an "unusual degree of conciliation".

goodwill and co-operation characterised the closed-door tions of the two-day talks, which brought together tradi-tional enemies such as the white supremacist Conservative party and the black radical Pan Africanist Congress

for the first time. Discussion of constitutional issues, such as whether South Africa should be a federal or unitary state, was also deferred. Delegates to the con-ference, attended by some 26 political parties from right and left, said the aim was to avoid confrontation in the weekend plenary, and merely to set a deadline (April 5) before which talks must

The talks provided evidence of the gap between the 26 parties on constitutional issues. such as the form of the future state, and on the the process of constitution-making.

# Failure on IMF deal puts Kenya's reform at risk

BOLD STEPS by the Kenyan government to liberalise its economy were in leopardy at the weekend after international Monetary Fund officials left the country without agreeing a provisional deal that would pave the way to the res-toration of foreign aid.

The IMF departure came at the end of three weeks marked the most radical reform of the economy ever carried out by the embattled government of President Daniel arap Moi. A positive verdict from the IMF was seen as crucial for Kenya to regain desperately needed quick-disbursing for-

eign aid worth about \$40m (£28m) a month which was suspended in September 1991 because of the government's long record of unfulfilled promises, mismanagement and cor-

ruption.

The government has said

including foreign exchange liberalisation, reduction of price controls and resumption of measures to free the farm sec-tor, will be unsustainable.

However both donors and the IMF, who welcomed the measures, have warned further steps would have to be taken urgently to curb monetary liquidity and avoid the mount-ing risk of massive currency depreciation, hyper-inflation and possible social unrest among the urban poor.

The government has said that donors are asking them to plunge into uncertainty without promising an injection of foreign exchange to sustain the

On the eve of the IMF visit three weeks ago the government removed exchange controls, leaving the exchange rate to be set for commercial transactions by the banking

that without the urgent sector. The central bank said it resumption of aid the reforms, would still operate a foreign exchange window at a lower official rate for government imports, official debt service and publicly guaranteed debts. The government also announced the complete liber-

alisation of the wheat trade from the producer to the consumer and a relaxation of price controls on other commodities. "More has been achieved in the past three weeks than in the previous three years," said

one western donor. Since the liberalisation the shilling has depreciated more than 50 per cent against sterling. Money supply growth exceeded 35 per cent last year, mostly in the last six months, as a result of corrupt commod-ity and foreign exchange trad-ing activities and the injection of money for election campaign finance. Inflation in the past four months is estimated at 40

# Afghans sign peace accord

By Farhan Bokhari In Islamabad

AFGHANISTAN'S mujahideen leaders shook hands and embraced in a rare show of goodwill yesterday, as leaders of seven factions and Mr Burhanuddin Rabbani, the president, signed an agreement

to end factional fighting.

Mr Nawaz Sharif, Pakistan's prime minister, played host and acted as the principal negotiator during the six-day talks.

The agreement brought Afghanistan's two leading foes together. President Rabbani and his chief rival, Mr Gulbad-

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din Hekmatyar, shook hands and sat down for face-to-face talks, their first such meeting in more than six months. Under the agreement, Mr

Rabbani will remain president

for 18 months while Mr Hekmatyar will assume office as prime minister. However, the leaders were unable to decide the most divisive issue of allocating cabinet posts, and agreed only to form a new cabinet in 15 days.

The future of Afghanistan's powerful defence minister, Mr

Ahmed Shah Masood, and that of the powerful Uzbek general, Rashid Dostum, also remains

Mr Hekmatyar has been demanding that Mr Masood should be removed from the Defence Ministry, because both he and President Rabbani belong to the same party.

In the agreement, there were no clear provisions for including Gen Dostum in the government or for any high offices to be given to his party, the Junbish-i-milee, to gain his sup-

At least 5,000 people have been reported injured and hundreds killed in rocket attacks on the capital, Kabul, launched by Mr Hekmatyar's men, since beginning of the

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TENDER FOR TRANSPORTATION OF CRUDE OIL FROM MIDDLE EAST GULF PORTS TO KARACHI

National Tanker Co., (Pvl.) Ltd., a Government of Pakistan Enterprise, unites offers for transportation of Crude Oil from Middle East Gulf Ports to Karachi, Pakistan under a Contract of Altreightment. The period of the Contract of Altreightment will be one year from 1st June 1993 to 31st May 1994. Total quantity to be framsported during the period will be 1.8 million metric tons of 1974 in cargo lots of 50,000 to 75,000

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es will be required to submit the following information along with their offers:

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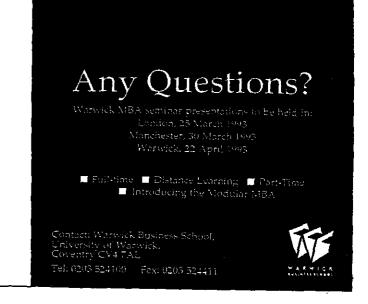
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Which MBA?



By Charles Leadbeater in Tokyo

MR Shin Kanemaru, the disgraced former kingmaker of Japan's ruling Liberal Democratic party, spent yesterday being questioned by prosecu-tors in Tokyo's criminal detention centre, after being arrested on Saturday for alleged tax evasion running to several hundred million yen.

Mr Kanemaru's arrest came hours after the Diet's lower house passed the 1993 budget. paving the way for the government to draw up further measures to stimulate the flagging omy. The opposition parties had been delaying the budget with calls for an income tax cut and further investigation of the Tokyo Sagawa Kyubin scandal, which led to Mr Kanemaru's resigna-

tion last year. Some political analysts believe the prosecutors' decision to arrest Mr Kanemaru may reflect the government's decision that further action against him was necessary to still the opposition's campaign on the Sagawa scandal. The Tokyo prosecutor's office, widely criticised for failing to interview Mr Kanemaru in

person last year over the scan- are often the foundations for dal, also wants to restore its battered public reputation. Mr Kanemaru, who was head of the then-dominant fac-

tion within the LDP, resigned last October after being fined Y200,000 (\$1,724), following his admission that he received an illegal political donation of Y500m from the scandaltainted Tokyo Sagawa Kyubin trucking company. Mr Kanemaru, 78, was

arrested over allegations that he concealed income of up to Y800m between 1987 and 1989. Mr Masahisa Haibara, his private secretary, is alleged to have concealed income of about Y400m between 1987 Leading LDP politicians, including Mr Kiichi Miyazawa,

the prime minister, said they were dumbfounded by the arrest, which probably owes much to the influence of the recently-appointed justice minister, Mr Masaharu Gotoda, a proponent of political reform. The political impact of the arrest will not be clear for a few days. It may work to the government's benefit by laving to rest the Sagawa scandal, or

could once again highlight that financial irregularities

power in Japanese politics. The passage through the parliament's lower house of the Y72,350bn budget for 1993 means it will automatically become law within 30 days. The focus will immediately shift to the government's plans for a further special spending package to stimulate the economy. In August last year, the government announced a Y10,700bn package of public works spending

Leading business organisations, as well as the opposition parties, are pressing for an income tax cut of Y4,000bn-Y5,000bn. But the LDP and the verfui Pinance Ministry are as yet opposed, because although a tax cut may generate only a limited rise in consumption, it would require higher government borrowing through issuance of deficit financing bonds.

and measures to support the

stock market.

Ministries and lobby groups are likely to put forward a plethora of schemes in the next few weeks. The Ministry of Interna-

tional Trade and Industry is drawing up plans for an investment programme in



Shin Kanemaru: arrest dumbfounded prime minister Mivazawa

advanced telecommunications networks and computer equip-ment for schools and universities, to help the ailing electronics industry. The Finance Ministry opposes this plan, direct subsidy to the industry Finance Ministry officials want the package to focus on public works spending, housing tax credits and investment

# Ministries' battle will decide trade line

By Charles Leadbeater.

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**VDERS** 

BEHIND the facade of Kasumigaseki, Tokyo's civil service area and the government heart, a fight is under way to reshape the most sensitive aspect of Japan's most important international relationship – its trade policy towards the US.

Japan's approach to the Clinton administration when Premier Kiichi Miyazawa visits Washington in mid-April will be determined by the outcome of the struggle between Japan's bureaucratic big battalions. The fight to refashion policy towards the US has pitted the Ministry of International Trade and Industry against the Foreign Ministry, and, equally significantly, the Finance Ministry and the Bank

They all welcome Mr Clinton's plan to cut the budget deficit, but are at odds over some vital aspects of trade policy. Miti wants policy towards approach to trade issues, a shift from a policy based on special considerations for foreign demands to a rule-oriented approach.

Mr Noboru Hatakeyama, Miti vice-minister for international affairs, believes the US administration could improve trade relations in the long run. An attack on the US federal budget deficit should help cut the US trade deficit, while the administration's industrial policy should help raise US industry's competitiveness.

He stresses it is too early to judge the new administration's trade policy, which so far seems cautious. The antidumping decision against steel imports was inherited from the Bush administration and the new administration has refrained from raising import tariffs on mini-vans. But Tokyo is still braced for US demands for Japan to open its market.

Miti favours stimulating the Japanese economy to cut the surplus by creating more demand for imports. It says it sectors of Japanese industry

such as cars or computers, to a specified level of imports. But this approach is hitting opposition from two different areas. First, the Foreign Ministry argues that a "rule-governed" policy which attempts to settle

trade disputes through formal

procedures will sound evasive in Washington. A ministry official said: "You have to address some issues directly. Everyone is fed up with the Structural Impediments Initiative talks. We have to look for a new mechanism. We have not yet reached consensus on what that should be." One option considered by the Foreign Ministry are two parallel sets of bilateral talks, one for macroeconomic issues, the other for micro-issues such as measures to open Japanese markets to imports. Trade friction with the US has a strategic significance for the Foreign Ministry. The end of the cold war has removed the main rationale for the US-Japan security alliance. As a result, the alliance is

more vulnerable to being dis-

rupted by trade frictions.

Mr Katsunari Suzuki, in charge of policy planning at the Foreign Ministry, said: "If the imbalance continues, then US public support for the defence of Japan will erode. It is most important we work with the Clinton administration to strengthen the US economy because then US public opinion will be more magnanimous about supporting Japan in times of need.

Second, Miti faces equally powerful opposition from the Finance Ministry and the Bank of Japan. Their worry is economic. They fear an attempt to reduce the trade surplus by stimulating the domestic economy's demand for imports will provoke a renewed bout of inflation in two or three years. Financial experts think the bubble economy of the end-1980s was set off by economic policy in 1987, when the gov-ernment introduced a Y6,000bn (\$35.5bn) emergency spending package, partly in response to foreign pressure, when the

Mr Kosuke Yamamoto, who

was in charge of industrial policy at Miti at that time, explains that Miti's ability to mobilise business and political pressure forced the Finance Ministry to double the size of the package from the initial Y3,000bn. The financial authorities are determined not to make the same mistake again.

Mr Yasushi Mieno. Bank of Japan governor, commented: An imminent need exists to put the economy on a sustainable growth path to get rid of the cyclical component of the surplus. Higher growth will to some extent cut the surplus, but a significant amount will remain. If that is dealt with by macroeconomic policy, that could be very inflationary.' The implication is that the

structural component of the surplus needs to be dealt with by microeconomic measures targeted at specific industries. When Mr Miyazawa lands in Washington, he should be singing a tune his officials have agreed. But that will be the outcome of a painful battle yet to peak in Tokvo.

### Second Korean minister set to go

By John Burton in Seoul

THE expected departure of a second minister from the 10day-old cabinet of South Korean President Kim Young-sam highlights the issue of corruption that his new administra-tion has promised to fight.

Ms Park Yang-sil, minister of health and social affairs and one of three women in the cabinet, is expected to be dismissed today for allegedly engaging in illegal property speculation. At the weekend, Mr Park Hee-tae, justice minis-ter, resigned for allegedly taking advantage of a foreign-citizen loophole to get his US-born daughter admitted to Seoul's highly-competitive Ehwa Woman's University.

The newly-appointed mayor of Seoul, a presidential appoin-tee, was sacked last week for allegedly illegally developing land in a "green zone" surrounding the city. Mr Kim has made clear he is determined to root out the corruption that is pervasive in Korean society. But the sackings are embarrassing, since the cabinet was billed as strongly reformist, consisting of political outsiders who would challenge the status

The charges against the cabinet ministers are emotive ones in South Korea. There is public resentment against those who made fortunes from the property boom of the late 1980s. Ms Park is alleged to have avoided government curbs on property acquisitions by making the purchases using the name of her children. She denies wrong-doing.

### NY bomb site probe must wait

NEW YORK police and FBI say it could be another week before thorough investigation of the bomb crater under the World Trade Centre complex is possible, because of structural repairs required, Nikki Tait writes from New York.

Yesterday, however, there were indications that the site where a sixth victim of the blast might have been killed, had been found.

# **Anti-dumping** study sidelined for 90 days

Nancy Dunne on the latest move over a political embarrassment

THE Democratic chairman of (which are traditionally strong the International Trade Commission has sidelined for at least 90 days a controversial study of the US anti-dumping and countervailing duty regime and its impact on the

American economy, Mr Don Newquist, head of the agency which determines whether US companies have been injured by alleged dumping and subsidies, has written to Mr Mickey Kantor, US trade representative, asking him to confirm that the new administration of President Bill Clinton wants the study to go ahead. He claims that budget pressures, and questions from a congressman, have prompted

his call for a review. Mr Jim Kolbe, a Republican congressman, has written to Mr Kantor to protest against Mr Newquist's "unilateral decision" to delay the study. He has complained that Mr Newquist has misconstrued comments he had made to justify delaying the investigation. He claims that Mr Newquist's letter does not properly reflect the fact that he was highly supportive of it.

Mrs Carla Hills, the former trade representative under President George Bush, waited until five days before she left office to ask the ITC to mount the two-year study of the effects of "unfair trade" cases on the consumers, producers and workers.

Mrs Hills' timing remains a mystery. Just eight months before leaving office, she specifically omitted the issues of dumping and other "unfair trade" from a study on the eco-

nomic effects of American import restraints. She is likely to have been well aware that a study into the effects of dumping would be potentially embarrassing for President Clinton, pitching

powerful domestic industries

such as cars, steel and textiles

Democratic supporters) against US exporters and consumers, all of whom have to pay higher prices because of such

Many foreign companies and trade lawyers in Washington see the laws as inherently biased against foreign defendants.

Mr Newquist has said he will take up the investigation if he does not bear from Mr Kantor in 90 days.

Otherwise, he will follow the trade representative's recom mendation

He said the commission was facing personnel and budget reductions in conjunction with the administration's attack on the budget deficit. Mr Kantor, as one of the few officials who can order ITC investigations, was asked to comment on the requested study "in light of our resources... and the other priorities you may have".

Among those "other priori ties" are studies on trade in mackerel and durum wheat, and recent investigations of magnetic switches, the peas and lentil industries, and the trade in meat and live cattle with Canada.

The political implications of the study will not be lost on Mr Kantor, who was the president's campaign chairman and frequently expressed sympathy with "the people standing on the unemployment line" who have no interest in "abstract lectures about the value of free trade and exports".

Mr Kantor's recent comments suggest he regards the US dumping and countervailing duty regime as providing "a fair hearing process". He said recently: "Forty nations of the world have dumping laws; I would say the US process, both in terms of fair hearing and transparency, is probably as good as or better than any

### City 'did not fall'

government to complete victory in sources yesterday denied a claim by the rebel movement Unita to have captured the key central city of Huambo, Reuter the past two months.

The official news agency

The fighting is continuing. said one source who denied Unita's claim to have captured the provincial governor's palace, the last main redoubt of government troops in Huambo, on Saturday.

Other officials said Unita had made several previous claims Huambo, the main focus of renewed fighting between government and Unita forces over

Angon carried an armed forces statement on Saturday night which said intense fighting was continuing in the city of half a million people.

But this was issued three hours before Vorgan, the rebel radio station, said Unita forces controlled Huambo.

### Aspin, defence secretary, by be seen as accidental, all five THE US navy is proposing a already rallying in support of military base, as every member bases in the Oakland district of each of the US armed services, their home bases. on the basis of which Mr Aspin of Congress fought to avoid The cuts are expected to hit Congressman Ron Dellums, the

US navy proposes the closure of a third of its port bases

By George Graham

radical realignment of its port bases, offering to close about a third of its installations and concentrate on two main ports at Norfolk, in Virginia, and San Diego, in California.

The proposal is part of a list of proposed military base closures presented to Mr Les will submit his own list to a presidential base closure com-

The independent commission

was set up as a way of circumventing the deadlock that ensued every time the Defence Department tried to close a cuts in his or her district. Congress is restricted to voting yes or no on the entire list instead of each individual closure.

The process remains highly politicised, nonetheless, and members of Congress are

particularly hard in northern California, where the faltering economy would be further burt by the proposed closure of a number of installations in the San Francisco Bay area. In a move that is unlikely to

new chairman of the House of Representatives Armed Services committee and an advocate of deeper cuts in defence

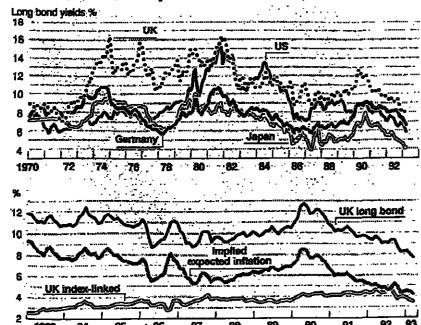
spending, are understood to be proposed for closure.

Another controversial proposal is the Homestead air force base in Florida, targeted for closure until Hurricane Andrew devastated the area last year. Former President George Bush promised at the time to keep the base open.

### INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE

-	■ UNITE	D ST	ATE\$		•	E JAP	AN	_			E GERM	ANY		•		= FRANC	Æ				<b>III</b> ITALY	,				<b>WALLE</b>	D KII	NGDO	VÍ		
	Harrow Managy (2011)	Broad Massey (M2)	Shori Interest Raio	Long Interest Rate	Equity Market Yield	Narros Money (Na)	Bread Money (M2+ CDe)	Short Interest Rate	Long Toteresi Reste	Equity Market Yleid	Harrow Money (Mt)	Sroad Musey (N2)	Short Interest Rate	Long Interest Rate	Equity Market Vield	Nerron Money (M1)	Broad Money (MO)	Short Interest Rate	Long Intered Rate	Equity Market Yield	Harrow Money (Mr)	Broad Money (M2)	Short Interest Rate	Long Interest Rutu	Equity Market Yleki	Harron Money (188)	Breed Money (M4)	Short Exterest Rutio	Long interest Rate	Equity Market Yield	
1985	9.0	8.9	8.00	10.59	n.a.	5.0		6.62	6.51	n.a.	4.3	5.1	5.45	6,94	n.a.	6.2	7.4	10.03	11.74	n.a.	13.2	13.5	14.34	13.71	n.a.	4.7	13.2	12.32	11.03	n.a.	19
1985	13.5	8.3	6.49	7.67	3.43	6.9		5.12	5.35	0.84	10.0	8.3	4.64	5.90	1.79	6.9 -	6.8	7.79	8.74	2.65	10.5	8.2	13.25	11.47	1,41	4.0	15.3	11.02	9.97	4.35	19
1987	11.6	6.5	6.82	8,39	3.12	10.5		4.15	4.64	0.55	9.0	7.3	4.03	6.14	2.21	4.1	9.9	8.26	9.46	2.75	10.4	9.8	11.32	10.58	1.94	4.7	14.6	9.77	9.52	3.60	19
1988	4.3	5.2	7.65	8.84	3.61	8.4		4.43	4.77	0.54	9.7	6.4	4.34	6.46	2.61	3.9	8.4	7.94	9.08	3.69	7.8	6.9	11.24	10.54	271	6.8	17.0	10.41	9.6 <del>9</del>	4.48	19
1989	1,0	3.9	8.99	8.49	3,43	4.1		5.31	5.22	0.48	6.3	5.7	7.11	6.94	2.22	8.1	9.6	9.39	8.79	2.88	7.1	8.2	1241	11.61	2.46	5.9	17.5	13.96	10.30	4.36	19
1990	3.7	5.3	8.06	8.54	3.60	2.6	11.7	7.82	6.91	0.65	4.5	4.5	8.49	8.71	2.11	3.6	9.0	10.32	9.92	3.19	9.3	9.1	11.98	11.87	2.84	5.3	16.1	14.82	11.53	5.07	19
1991	5.9	3.3	5.87	7.85	3.21	5.2		7.21	6.37	0.75	5.1	5.6	9.25	8.44	2.38	- 4.7	2.7	9.62	9.03	3.58	7.3	8.0	11.83	13.20	3.45	2.4	8.2	11 58	10.04	4.97	19
1992	12.4	21	3.75	7.00	.2.95	4.5	0.6	4.28	5.25	1.00	7.1	8.2	9.52	7.77	2.45	0.8	5.7	10.36	8.57	3.55	6.9	7.5	13.86	13. <del>29</del>	3.63	2.3	5.3	9 73	9.09	4.91	19
1st qtr.1992	10.9	2.8	4.17	7.29	2.90	7.5	1.7	5.02	5.49	0.88	4.3	6.6	9.62	7.91	2.31	- 1.8	3.9	10.05	8.48	3.40	8.9	8.1	12.04	12.65	3.40	2.2	6.0	10.61	9.50	5.00	1st qtr.19
2nd qtr.1992	11.7	1.8	3.95	7.37	2.97	5.7		4.56	5.63	1,04	6.4	7.9	9.76	7.96	2.26	- 1.8	4.9	10.04	8.66	3.39	9.7 *	9.3	12.58	12.82	3.43	2.0	5.3	10.28	9.21	4.78	2nd qtr.19
3rd qtr.1992	12.6	1.7	3,35	6.61	2.96	3.2			5.10	1.06	6.6	8,8	9,72	7.88	2.53	- 1.0	4.8	10.58	8.90	3.67	6.D	6.9	16.14	13.83	4.02	2.3	5.3	10.39	9.21	5.21	3rd qtr.19
4th air.1992	14.3	2.0	3.55	6.73	2.94	1.7			4.78	1.03	10.7	9.6	8.98	7.34	2.67	0.8	5.7	10.77	8 26	3.72	3.1	5.9	14.64	13.84	3.68	2.8	4.5	7.68	8.45	4.64	4th qtr.19
March 1992	11,4	2.5	4,29	7,52	2.94	7.5	1.8	4.84	5.51	0.93	4.9	7.0	9.70	7.94	2.25	- 1.B	3.9	10.12	8.58	3.31	7.4	7.4	12.10	12.59	3.49	2.3	5.8	10.67	9.66	5.04	1992 Mar
April	11.9	2.1	4.04	7.47	2.97	7.0		4.59	5.68	1.06	6.9	7.6	9.75	7.94	2.26	- 1.4	4.5	10.04	8.67	3.37	9.8	9.3	12.24	12.71	3.51	2.3	5.6	10.68	9.41	4.91	Ap
May	12.1	1.9	3.88	7.39	2.95	. 6.9		4.59	5.68	1.00	. 5.8	7.8	9.79	7.96	2.26	1,7	5,7	9.96	8.58	3 33	9.4	9.0	12.24	12.60	3.45	2.5	5.1	10.13	9.05	4.61	M
June	17.1	1,4	3,92	7.26	3.00	3.2		4.49	5.65	1.06	6.6	8.2	9.75	7.97	2.27	- 1.8	4.9	10.11	8.73	3.47	10.0	96	13.23	13.14	3.34	1.3	5.3	10.03	9.15	4.82	Ju
July	11.8	1.5	3.44	6.84	2.96	2.9		4.19	5.26	1.10	5.5	8.4	9.7B	8.01	2.37	-0.6	5.1	10.23	8.90	3.69	7.5	8.0	15.36	13.65	3.78	2.5	5.7	10.21	9.08	5.15	Ju
August	12.4	1.7	3.37	6.59	2.95	3.7		3.75	5.03	1.12	6.1	8.7	9.88	7.99	2.60	- 1.6	4.9	10.39	9.06	3.71	5.4	6.5	15.27	13.71	3.94	2.4	5.5	10.43	9.37	5.33	Augu
September	13.5	1.9	3.24	6.41	2.98	2.9	-0.5	3.74	4.99	0.98	8.3	9.3	9.50	7.65	2.62	1.0	4.8	11.12	B.75	3.61	5.1	6.1	17.82	14.14	4.35	2.1	4.8	10.54	9.18	5.14	Septemb
October	14.4	2.2	3.32	6.58	3.02	2.5	- D.6	3.71	4,90	1.04	8.5	10.4	8.95	7.38	2.72	1.5	6.3	11.12	8.43	3.83	5.6	7.4	15.53	14.36	3.95	2.4	5.4	8.49	8.69	4.83	Octob
November	14.4	2.0	3.66	6.86	2.94	1.6	-0.5	3.65	4.76	1,05	11.2	9.7	8.94	7.38	2.66	-0.1	6.0	9.77	8.14	3.70	2.8	5.9	14.53	13.48	3.48	3.0	4.4	7.32	B.27	4 60	Novemb
December	14.2	1.7	3.67	6.75	2.87	1.1		3.64	4.70	1.00	12.5	8.7	9,03	7.29	2.64	0.8	5.7	11.35	8.20	3.64	1.0	4.5	13.90	13.66	3.61	3.0	3.7	7.24	8.36	4.49	Decemb
January 1993	13.4	1.2	3.26	6.59	2.87	. 2.4	- 0.3	3.59	4.55	1.03	9.5	7.7	8.60	7.10	2.58			12 16	7.93	3.58	2.3	5.4	12.73	13.46	3.26	4.1	3.2	7.04	8.33	4.46	1993 Janua
February			3.18	6.26	2.80			3.15	4.31	1.01			8.39	6.94	2.43			12.12	7.76	3.40			11.51	13.03	3.01			6.23	7.97	4.36	Februs

### Rise and fall of expected inflation



### Good news being prophesied by the bond markets

ARE THE 1990s to be a decade of low lower, if briefly, in April and May 1987. helpful. It shows that real interest rates inflation? That is what bond markets seem to be saying. If they are right, what might it mean for the recovery? The timing of the bond market rally has

closely followed that of the business cycle. It started in the US, where redemption yields on 10-year government bonds have fallen by 3% percentage points since March 1989 (see chart). It moved to the UK, where yields on 10-year gilts have fallen by more than 5 percentage points from their peak in April 1990. Finally, it hit Japan and Germany: Japanese yields have fallen by almost 4 percentage points since September 1990, while German ones have fallen by 2¼ points over the same

The US and the UK have not enjoyed bond yields as low as these since the early 1970s. In better managed economies, current yields are less remarkable. German long-term rates of interest were 5.7 per cent in March 1978 and below current levels for part of the late 1980s. Similarly, Japanese long-term interest rates were

Furthermore, current rates must be set in their historical context. Long-term yields are still well above what had been normal in either the US or the UK before the inflationary 1960s and 1970s. Bond yields reflect the long-term real

rate of interest, expected inflation and tax-

ation. The latter can be ignored, however, since so many holders of long-term bonds avoid (or evade) tax. The long-term ex ante real rate of interest is determined by supply of, and demand for, investible funds. But the real rate of interest cannot be ascertained from

tion expectations are unknown. Here British index-linked gilts can help. Under certain strong assumptions - perfect global capital market integration and the absence of credit and real exchangerate risks - the interest rate on British index-linked gilts would also represent the world's long-term real interest rate.

yields on conventional bonds, since infla-

can vary substantially over time. It also shows that British real interest rates have fallen by more than one percentage point over the past 12 months, presumably because of the recession-induced decline in investment opportunities and the real depreciation of sterling (which has lowered the exchange rate risk on sterling-denominated assets).

Nevertheless, the British data suggest that lower inflation expectations were absolutely more important than lower real rates of interest in causing the decline in nominal bond yields. For a tax-exempt British institution, expected inflation, as measured by the gap between the yields on conventional and index-linked gilts, has fallen by nearly 4% percentage points since early 1990.

If 3½ per cent were, indeed, the global risk-free real rate of interest, expected inflation would now be around 3 per cent in Germany, 21/2 per cent in the US and 1/2 Although those assumptions do not hold, per cent in Japan. These low figures sugthe information provided in the chart is gest a high degree of confidence in the

prospect for inflation. Furthermore, the recent strength of stock markets - except for the Japanese market, which also remains rather expensive - does not suggest that fears of a slump are the main reason for that optimism over inflation.

One good reason for optimism about real economic performance is the low bond yields themselves. Regardless of the real interest rate, high nominal interest rates increase the cash-flow risks attendant on borrowing for the purchase of long-term assets. If they are sustained, low long term interest rates can help ensure healthy long-term investment throughout the upswing. But for that to happen, inflation expectations need not only to be but to remain subdued. The confidence of all those investors who believe that low inflation will survive the recovery is admirable. But, particularly for those buying huge quantities of gilts from the UK government, it also represents the triumph of hope over painful experience.

**Martin Wolf** 

THE government was last night bracing itself for the possibility of a House of Commons defeat over Maastricht despite Mr John Major's public plea to Tory Euro-sceptics to end their rebellion against the treaty.

A defeat in the vote by MPs tonight on a minor amendment tabled by the Labour party would not derail ratification of the treaty. But it would undermine seriously the prime minister's efforts to re-assert the government's authority at

Speaking at a Conservative conference on Saturday Mr Major said the party could no longer afford the "luxury" of disunity. That view was echoed in warnings from colleagues that important parts of the government's legislative programme were being derailed by the row over Europe.

Last night Tory Eurosceptics were unmoved by Mr Major's warning that failure to ratify Maastricht would leave Britain "irrelevant" in Europe. They still intend to vote tonight for the Labour amendment.

tives on the Community's new committee of the regions were

Tory rebels and opposition parties to further prolong debate by introducing a so-called "report stage" into the legislation's passage through the Commons. That would allow the rebels more time to press their case for a referendum on the treaty and would further disrupt the government's other legislation.

Ministers were insisting that a defeat might yet be avoided. Tory business managers will this morning discuss the possibility of conceding the substance of the Labour amendment in advance of a vote in the hope of winning the support of the Liberal Democrats

In an attempt to increase the pressure on the Tory rebels, the ministers said yesterday that new laws to enforce tougher penalties on young offenders and to reform Sunday trading hours were among those facing delay because so much time at Westminster was being pre-empted by Maas-

### Quality control fails to meet its own standards

By Charles Batchelor

BRITISH companies are paying thousands of pounds and spending hours of management time to qualify for a quality standard which appears to have a quality control problem of its own.

The BS5750 quality standard has already been obtained by about 17,000 companies. But it has emerged that a loophole in the rules means anyone can award a BS5750, which certifies a company's internal procedures are properly organised.

organisations which issue and monitor BS5750 certificates are elected rather than appointed.

If carried, it would allow the

and other opposition parties.

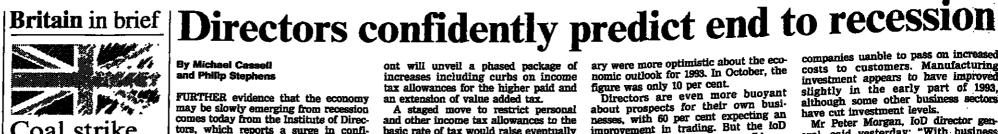
The amendment would

### not required to register with the National Accreditation

Council for Certification Bodies (NACCB), an industry body which ultimately answers to the Department of Trade and Industry. "There appears to be abso-

lutely no control over the organisations making the award," said Mr Stephen Halliday, principal lecturer in small business at Buckinghamshire

College of Higher Education. Two dozen organisations have been accredited but the NACCB estimates that up to a dozen which have not registered are actively issuing cer-



### Coal strike may hasten pit closures

Mr Michael Heseltine, the trade and industry secretary, has warned pit closures would be 'hard to avoid' if miners took strike action.

This followed the announce ment of a 60 per cent ballot vote by members of the National Union of Mineworkers in favour of a 24 hour strike followed by a 'rolling programme of action' in protest at threatened pit closures and job cutbacks. The miners' vote is expected to strengthen the hand of those in the cabinet resisting moves to retreat from last October's government plans to shut 31 pits.

### Steel tenders helped by pound

Manufacturers of steelwork have seen invitations to bid for overseas work increase fifteenfold since sterling left the exchange rate mechanism last Autumn, according to the British Constructional Steelwork

### Unit labour costs decline

Unit labour costs in British manufacturing industry are expected to continue falling over the next few months with productivity increasing close to 4 per cent and pay settle-ments falling beneath 2.5 per cent, the Confederation of British Industry reported.

### **Shopping spree**

Local shopping is attracting significant amounts of trade, despite the spread of superstores and out-of-town developments, suggests a report by Verdict Research, the market research consultants. It says spending in neighbourhood shops was £36bn in 1992 - one



FURTHER evidence that the economy may be slowly emerging from recession comes today from the Institute of Directors, which reports a surge in confi-dence in Britain's boardrooms.

An IoD survey conducted among 305 UK directors will strengthen the conviction among ministers that Mr Norman Lamont, the chancellor, is preparing to announce in next week's budget an increase in personal taxation. Speculation is growing that Mr Lam-

increases including curbs on income tax allowances for the higher paid and an extension of value added tax. A staged move to restrict personal

and other income tax allowances to the basic rate of tax would raise eventually several billion pounds. The optimistic economic outlook is helped by signs of a boost to exports

suspension last October from the European exchange rate mechanism. The IoD says that just over half the directors asked in January and Febru-

following sterling's devaluation after its

ary were more optimistic about the economic outlook for 1993. In October, the figure was only 10 per cent.

Directors are even more buoyant about prospects for their own businesses, with 60 per cent expecting an improvement in trading. But the IoD warns that, unless consumer confidence also rises, economic recovery will remain weak and fragile.

Most companies, the IoD adds, do not expect an upturn will reduce unemployment over the next six months.

Despite rising business volumes, profit levels remain squeezed, with companies uanble to pass on increased costs to customers. Manufacturing investment appears to have improved slightly in the early part of 1993. although some other business sectors have cut investment levels.

Mr Peter Morgan, IoD director general, said yesterday: "With business confidence improving, volumes of business rising and prices being held, the prospects for non-inflationary growth are good. It is now up to the government to ensure that no action is taken In the budget which introduces inflationary pressures into the economy.

# Japanese investment revives stalled industry

Plants set up by overseas manufacturers have boosted car output, writes Kevin Done



decline. The biggest single driving force Can Britain behind the

make it? recovery is the wave of invest-ment - totalling more than £2.1bn - by three leading Japanese carmakers. Nissan. Toyota and Honda.

New production lines and working practices have equipped the UK to be the fastest growing centre for car production in Europe during the 1990s, and the industry is expected to move into trade surplus during the second half of the decade.

Mr Colin Hope, president of the Society of Motor Manufacturers and Traders, says: "The prospects are for a doubling of production over the next 5

"The motor industry represents the only real ability to wipe out our annual trade deficit and this we should do by the latter part of the decade.' Mr Hope believes the Japanese plants are the main factor behind the revival but he insists that existing vehicle makers and components suppliers are "playing a full part"

in the recovery. To Mr Jacques Calvet, the staunchly protectionist chairman of Peugeot, the French carmaker, the UK has become "a Japanese aircraft carrier" leading the assault by Japanese producers on the traditional carmakers in Europe. By the end of the decade the



Driving force: output from Japanese plants, such as the Toyota factory at Deeside (above), has been the main factor behind recovery

UK car industry - measured by output - will be owned one third by Japanese makers, one third by the US and one-third by the Europeans, although Honda also has a 20 per cent

stake in Rover. The arrival of the Japanese car producers is also helping to rejuvenate the automotive components sector. Parts and accessories account for around 45 per cent of UK exports of motor industry products. Japanese component suppliers such as Nippondenso, Calsonic and Sumitomo are now producing in the UK, but European suppliers such as Valeo, Robert Bosch and Magneti Marelli have also established a UK manufacturing presence

Professor Garel Rhys, professor of motor industry economics at Cardiff Business School. says the Japanese presence could help UK car production jump to 2.5m-2.8m by 2000 from 1.3m last year, with exports rising to 1.2m-1.5m from 600,000.

The figures represent a sharp turnround on the 1970s when labour relations were notorious and quality was often abysmal. The motor industry trade balance plunged into the red in 1982, and economic growth in the second half of the 1980s sucked in more imports The deficit swelled to a record £6.6bn in 1989 - 28 per cent of the UK visible trade deficit. Since then, however, "the UK automotive industry has laid firm foundations for a

we've still got a long way to go", according to Mr William Ebbert, chairman of Vauxhall, the resurgent UK subsidiary of General Motors of the US. By the year 2000 the UK could have moved "from fifth

strong future, even though

to maybe third place in the European industry", he added, overtaking Italy and Spain. "The British industry is now

delivering quality products reliably, and in European terms, at low costs.

HEALTH CHECK

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The UK industry built 1.16m vehicles in 1982 with 315,000 people (including metal parts suppliers). By 1991 output had risen to 1.45m vehicles with a workforce of 216,000, he says, while motor vehicle exports rose from 327,000 in 1982 to nearly 690,000 in 1991.

Prof Rhys claims the industry, with its competitive. improvements reinforced by currency devaluation, is "set to survive in the more competitive environment leading up to the new millennium."



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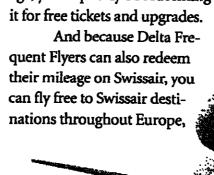
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60,000	Free Intra-Europe First Class ticket.
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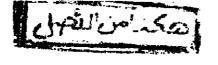
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An increasing number of employers are insisting on smoke-free workplaces, writes Diane Summers

# Abbey kicks the habit

n the first Wednesday morning of next month, Abbey National's 18,000 staff in the UK will collect their ashtrays and ritually dispose of them. From then on, not even senior managers in the privacy of their offices will be allowed a furtive puff, for the banking group has decided on a smoking ban for staff and visitors.

Abbey National is the latest of a

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number of large employers to outlaw or at least restrict, smoking at work: an estimated 20 per cent of organisations have smoking policies. For others considering the move, impetus came from the recent case of the council worker in the north-west of England who won £15,000 compensation for the alleged effects of passive smoking at work.

Veronica Bland, a 36-year-old nonsmoker, claimed her health suffered due to colleagues smoking around her. Following the case, the Institute of Personnel Management and anti-smoking groups such as Action on Smoking and Health (Ash), were deluged by requests for advice from



IN THE home, in hotels and in aircraft, busy executives are exposed to it: a human carcinogen so powerful it is classified along with such notorious HEALTH CHECK substances as arsenic, asbestos

and benzene. After several decades of intensive research the evidence is that environmental tobacco smoke (ETS), or passive smoking as it is known, is a potential killer. Studies show it causes heart disease, lung cancer and chronic

respiratory illnesses. In the US alone, 53,000 deaths are attributed to passive smoking every year, making it the third highest cause of lifestyle-related deaths, after active smoking and

Most of the research on passive smoking since 1984 has demonst-rated the causal relationship with

This same pattern of legal action, publicity and movement by employers, and in some cases governments, towards restricting or banning smoking has been seen in the US,

Australia and elsewhere in Europe. The out-of-court Bland settlement has no status as a legal precedent, but many companies feel they no longer wish to risk the possibility of future claims. Public opinion has been gradually turning in favour of smoke-free working environments tion fits in with the image many companies wish to project.

ndividual addicts may intend to take advantage of No Smoking Day on March 10 to kick the habit, but for organisations wanting to give up smoking, the cold-turkey approach is unlikely to be effective. Unless much preparatory work has been done before Wednesday, a more realistic timetable might be to aim for No Smoking Day 1994. A year's lead-in was what Abbey National found it needed to intro-

duce its smoking ban. The group's

tions with some useful lessons on the practicalities involved. Ted Murphy, Abbey National's

group personnel manager, says the process has been evolutionary, with smoking banned in areas visible to the public for the past five years.

A working party was set up last March to review the options for developing a smoking policy which would "guarantee non-smokers the right to breathe smoke-free air but, where possible, take account of the needs of those who smoke".

A questionnaire found that 80 per cent of staff were non-smokers much the same proportion as in the UK population as a whole. Of the smokers, only 20 per cent smoked in their working areas and, even among smokers, there was a preference for some restrictions on where smoking should be allowed. Nearly 60 per cent of all respondents thought there should be separate rooms for smoking. But Abbey National decided not to go the "smoking dens" route, mainly because it would have been impracticable in some locations, particu-



Stephen Smart, a treasury manager, has only a few weeks left before Katie Poats helps im

There is no point having a designated smoking area if it is not separately partitioned and ventilated an exercise Abbey National's premises department considered impossi-ble or too expensive for some locations. Other companies, particularly those in single buildings or occupying purpose built premises, have found it easier to accommodate sep-

arate smoking rest areas.

The principle of consistency has been applied throughout the hierar-

chy.
"If you're going to introduce a ban, it's simpler and cleaner to do it for all parts of the organisation. If 450 packs advising how to give up

you draw lines based on status, you create warps in the policy that, in the end, undermine it," he says.

The final task was to help those employees wanting to take advan-tage of the April deadline to give up smoking altogether. Katie Poate, Abbey National's occupational health nursing officer, points out the company is not saving do not smoke, "but saying don't smoke at

A three-month warning of the ban has enabled many smokers on the staff to brace themselves for abstinence. Poate has given out a total of

are available to those wanting to try bypnosis or nicotine patches. For those who do not manage to kick the habit by the deadline, at least there will be only three days to go until the weekend.

and interest-free loans of up to £200

Ash Workplace Services runs semi-nars and publishes a handbook for companies wanting to implement smoking policies. 109 Gloucester Place, London W1H 3PH. Tel: 071 935 6120.

Quit also runs courses and helps individual smokers to give up. 102 Gloucester Place, London W1H 3DA. Tel: 071 487 2858

35 who had died of non-cancerous and non-respiratory causes (heart attack was the most common cause of death) and independent interviews with survivors regarding occupational and smoking status. The researchers concluded that pathologic (possibly pre-cancerous) changes were higher in non-smoking women, married

Possibly the most incriminating link in the connection between ETS and disease came via the tobacco industry. In a survey, published by the American Journal of Public Health, of researchers who had received funds from the tobacco industry's Council for Tobacco Research, 99 per cent of respondents agreed smoking was addictive and 94 per cent believed passive smoking was dangerous

Dr Michael McGannon The author is the medical director of the Insead Business Health course.

### Family fun at the AGM

irectors who dread annual meetings might learn something from NFC. The transport and logistics group has a strong tradition of employee share ownership. Fol lowing its 1982 sale by the UK government to a management led buyout, about 90 per cent of the company's 33,000 employees are shareholders. As a result, the annual meeting has become as much a chance to inform and motivate employees as to reappoint the auditors.

This year's event, held last Sunday in Nottingham and attended by more than 1,000 shareholders, had the air of a friendly reunion rather than a

business meeting. Shareholders travelling by car or in a group by coach had their petrol costs refunded. A crèche was provided for young families and everyone was given a packed lunch. At the end of the meeting, after rousing speeches and congratulations to the management, shareholders were given questionnaires asking how the annual event could be

The meeting is also a forum to discuss future strategy. NFC's 1989 stock-market flotation, its diversification overseas and the appointment of a shareholder director are all issues which have been aired in previous

vears. This time one shareholder highlighted the plight of a former NFC employee fallen on hard times. James Watson, NFC's chairman, said that the NFC charitable foundation would look into the case, and was rewarded with a long round of applause.

Organising such large-scale events is not cheap; NFC spent about £65,000 on this year's meeting. For the future, Watson wants to attract even more shareholders and believes other companies would benefit from following NFC's lead.

"Our shareholders do feel they have a role in the business, and I would like to see other companies going that way, however they are owned," he said.

Angus Foster

# An active 'no' to passive smoking

fatal diseases - not least the review in 1986 by the US Surgeon General and the National Academy of Sciences. Critics (including those from the scientific community) often cited investigator and other bias in attempts to discredit that work, but they have since been confronted by more meticulous

In 1991, an article published by the American Heart Association presented data which revealed passive smoking lowers exercise capacity in both healthy and coronary patients, a hallmark of impaired coronary circulation. Among other immediate effects of passive smoking is the increased

clumpiness or stickiness, of clot-forming cells (platelets) in

the blood. This plays an important role in plaque and clot formation

in coronary circulation. Passive smoking also causes an oxygen supply/demand imbalance by increasing heart rate and blood pressure and interfering with oxygen uptake by the red cells. thereby reducing supply. One researcher exposed healthy

young women to pure air inated with tobacco smoke while the subjects exercised on a treadmill. The results in heart rate. blood pressure, exhaustion, perceived exertion and oxygen uptake were similar to patients with heart disease.

Of the 4,000 or more substances identified as carcinogenic, atherogenic (plaque forming), antigenic (allergy-forming) and mutagenic in tobacco smoke, all those implicated in causing heart disease and lung cancer in active smokers were found in ETS as well. In an earlier Danish study of pregnant women - a study of the ultimate passive smoker, the foetus marked degenerative changes were noted in the umbilical arteries of newborns of smoking women. The weight of the "smoking newborn" was, on average, nearly 500g less than their non-smoking

counterparts. Children are better off with non-smoking parents: toddlers under the age of one have significantly more bronchitis and other respiratory illness when one or both parents smoke. As the child grows, exposure to passive smoking in the home will lower lung capacity, predisposing the child to lung illnesses later in life. At the office, ETS levels are higher than in the home, due to

the higher density of smokers. Employers are getting the message and are justifiably concerned with maintaining productivity and containing health care costs and absenteeism. Insurance industry studies indicate smokers are more likely to have higher health costs and more sick days than non-smokers.

A careful analysis of health claims and absentee data of passive smokers is the critical next step. The link between ETS and lung

cancer was claimed in research from the Harvard School of Public Health published last autumn in the Journal of the American Medical Association, Those involved used clever innovations to overcome investigator bias: autopsy lung specimens of several hundred non-smokers aged over

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**ECONOMICS** 

### US recovery concerns in the spotlight

THE US economic recovery comes under the spotlight this week. Although last week's nonfarm payroll figures were much better than expected, there is a feeling among economists that growth has slowed significantly since the beginning of the year following the spurt of activity that accompanied President Clinton's election. ton's election.

Retail sales on Thursday are expected to reflect the deceleration of growth, with the consen sus forecast pointing towards only a modest increase last

Month.

Economists will also be looking for signs that US inflation is under control when the producer prices index is released on Thursday. Mr Stuart Parkinger interesting appropriate and producer in the control of son, international economist at Morgan Grenfell, believes there is too much complacency about US inflation.

People are assuming it is going to go away, but all the January inflation figures were bad," he says.
In the UK the focus will be on

Thursday's Confederation of British Industry quarterly distribu tive trades survey, expected to show a modest improvement in consumer activity.
On Friday the savings ratio for the fourth quarter of last year

PARLIAMENTARY DIARY

■ TODAY
Commona: Questions to Transport
ministers and Chancellor of the Duchy
of Lancaster. European Communities
(Amendment) Bill. committee.
Lorde: Debate on EC report on fight
against traud. Council Tax Benefit
regulations. Water Undertakers
(Rateable Values) (Amendment) Order.
Matvern Hills Bill, second reading.
Select committee: Public accounts
— subject: Northern Ireland matters.
Witnesses: Mr P. Carvili, permanent
secrotary, Department of Education
for Northern Ireland; Mr T.G.J. Moag,
chief executive, Belfast education

nor wormern irealing; MF 1.0.3. Modg chief executive, Belfast education and library board; Mr R.D. McVelgh, chief executive industrial developme-board for Northern ireland (4.30pm, room 15).

Commone: Defence questions. Questions to the Prime Minister.

Lords: Penalty for Murder Bill, committee. Housing and Urban Development Bill, committee. B

Ouesilons to the Printe minister.
Debate opened by the Opposition
on "the collapse of manufacturing
Industry and the rise of
unemployment". Public Lending Right

■ TOMORROW

(Increase of Limit) Or

will be published. This is forecast to have fallen by almost a full percentage point, reflecting lower interest rates. Here are the rest of the week's

economic events and statistics. The figures in brackets, from The figures in brackets, from MMS International, are the median of economists (orecasts. Today: UK, January consumer credit (£50m net borrowing), cyclical indicators; Belgium, foreign ministers meeting in Brussels; Switzerland, central bank governors meeting in Basle, lasting two days; Canada, February housing starts (1£2,000 units); Japan, Bank of Japan Tankan quarterly economic survey, February Tankan manufacturing diffusion index (down 49 per cent); February non-manufacturing diffusion index (down 35 per cent); Australia, Labour Day holiday in Victoria.

Tomorrow: UK, February producer prices - input (up 1 per cent on month, up 6.7 per cent on year), output (up 0.4 per cent on month, up 3.6 per cent on year), excluding food, drink and tobacco (up 2.7 per cent on year); Germany, Q4 GDP (down 1.3 per cent on quarter), Q4 GNP (down 1.5 per cent on quarter); US, President Clinton meets Persident ident Clinton meets President Mitterrand in Washington, revised figures for Q4 productiv-

Raihways Bill, third reading. Redundancy Payments (Local Government) (Amendment) Order.

IN WEDNESDAY

Commons: Foreign Office questions.

Prevention of Terrorism (Temporary
Provisions) Act (Continuance) Order,
Foreign Compensation (Amendment)

Bill, remaining stages. Debate on
European Court of Auditors' report.

Plymouth Development Course.

European Court of Auditors' report. Plymouth Development Corporation (Area and Constitution) Order. Lords: Debates on the food and drink Industry and overseas students. Housing (Fitness Standards) (Amendment) BIII, third reading. Select committees: Environment — subject: housing corporations. Witnesses: institute of housing: Royal Institution of Chartered Surveyors; Royal institute of British architects (9,15am, room 21).

Parliamentary commissioner for administration — subject: report of the health service commission

administration - subject reports of the health service commissioners for 1931-92. Witnesses: Sir Duncan Nichol, chief executive of the NHS management executive, and Mr D.G. Cruickshank, chief executive for the NHS in Scotland (10am, 200m.) 100.

M WEDNESDAY

(9.15em, room 21).

ity, January wholesale trade, February Johnson Redbook, week ended March 6; Canada, January motor vehicle sales (down 5 per cent on month), December labour income (up 0.3 per cent on month); Australia, January retail trade (flat on month); Japan, January machine orders excluding electrical and ships.

wednesday: US, Presidents of 12 district Federal banks to tes-tify before Senate Banking com-mittee on economic conditions in mittee on economic conditions in their districts, Treasury secretary Bentsen testifies before House Ways and Means Committee, Fed releases Tan Book for March 23 FOMC meeting: Canada, February help wanted index (89), January new housing price index (down 0.1 per cent), January departmental store sales (up 3 per cent on year); Australia, Q4 exports and imports of goods and services; Norway, February conservices: Norway, Pebruary con-sumer prices index (up 25 per

cent on year).
Thursday: UK, CBI quarterly distributive trades survey, Q4 balance of payments (£3.76n deficit); Germany, Kohl meets Länder heads for fiscal talks; US, February retail sales (up 0.3 per cent), excluding autos (up 0.3 per cent), initial claims week ended February 27 (341,000), state bene-

Trade and industry — subject: trade with Europe. Witnesses: the Post Office (10.30am, room 15). Agriculture — subject effects of the beer orders on the brewing industry and consumers. Witnesses: Allied Lyons. Bass, Whitnesses: Allied Lyons. Bass, Whitnesses: Allied Trident programme. Witnesses: of the Trident programme. Witnesses: Ministry of Defence officials (10.50am, room 8).

Agriculture – subject: effects of the beer orders in the brewing industry and consumers, witnesses: Courage, Grand Metropolitan estates (4pm,

room to Employment — subject the import and exports of jobs; management of redundancies. Witnesses: Ford (UK) (4.15pm, room 20). Health — subject community care.

Health — subject community care. Witnesses: representatives of users of community cares and carers (4.15pm, room 21). Public accounts — subject fire prevention, witnesses: Sir Clive Whitmore, Home Office permanent under secretary (4.15pm, room 16). Treasury and civil service — subject the civil service. Witness: Sir Robin Butter, head of the home civil

money supply data for week ended March 1. February monthly money supply figures M1 (down \$0.5bn). M2 (down \$1.5bn). M3 (down \$9.5bn); Canada, February employment (up 0.2 per cent on month), unemployment rate (11.2 per cent); Australia, February employment (down 20.000), February unemployment (11.1 per cent). Friday: UK, Q4 savings ratio (11.1 per cent), Q4 final GDP (up 0.2 per cent on quarter, flat on year); US, February PPI (up 0.3 per cent on month), excluding food and energy (up 0.2 per cent on month), March Michigan Sentiment, January business inventories (unchanged); Australia, January weekiy pay rates; February wholesale prices index (down 0.4 per cent on month, down 1.5 per cent on year).

Saturday: Australia, general election.

During the week: Germany, February cost of living, January retail sales (down 3.2 per cent on year); France, M3 (up 0.2 per cent on month); Denmark, January trade excluding ships (DKr1.6bn surplus); Japan, February trade balance (\$11.9bn surplus), Q4

service (4.30pm, room 8). Home attairs — subject juvenile offenders. Witnesses: National Association for the Care and Resettlement of Offenders; Howard League of Penal Reform (4.45pm, room 15).

Commone: Home Office questions.

Questions to the Prime Minister.

European Communities (Amendment)

European Communities (Amendment)
Bill, committee.
Lords: Clean Air Bill, third reading.
Radioactive Substances Bill, third
reading. Charites Bill, third reading.
Asylum and Immigration Appeals Bill,
third reading.
Select committees: Foreign affairs
- subject role of the United Nations.
Witnesses: Ministry of Detence
officials (10.30am, room 15).
Education - subject English tests

Education - subject English tests for 14-year-olds, Witness; Mr John

# FRIDAY Commons: Backbench business — debate on government's management

Emma Tucker

### RESULTS DUE

HEADLINE pre-tax profits from STR, the industrial conglomerate, should have increased from £917m in 1991 to comfortably exceed £11m last year, although about £50m will come from profits on disposals.

although about \$50m will come from profils on disposals.

Analysis at Thursday's meeting will be interested in what benefits have come from the integration of Hawker Siddeley, taken over for £1.55bn at the end of 1981, and current trading conditions in the US.

BAT industries, the tobacco and financial services group, is expected to report annual pre-tax profits of more than £1.55bn, up from £1.05bn, on Wednesday. Interest will centre on whether recent strong growth in ciga-

rette sales can be maintained, and how Bagle Star is recovering from the heavy losses it has incurred on mort-gage indemnity policies.

Full year results from RTZ, the world's largest mining company, due on Thursday were foreshadowed last month when the group said there would be an exceptional charge of ESMn, compared to a EYMn charge in 1991. RTZ plans to adopt FRS 3. Net income, the lino RTZ prefers to focus on, is expected to rise from 200m to around 2330m, after interim net income was up from £154m to £158m. A maintained final is likely.

On Wednesday, Cadbury Schweppes is expected to announce pre-tax

profits of about £325m for the full year, up from £316.4m last time. Trading profits in Britain and the US are thought to have finished the year on a strong noile.

TI, the specialist engineering group, is expected to produce pre-tax profits of about £165m, up from £165.2m, and earings of 189, when it reports results for 1932 on Thursday.

The company has underperformed since its acquisition last year of Dowty, which has suffered from the sharp deterioration in sentiment in the aerospace industry.

Both GEN and T&N, the motor components groups, saw profits bounce back in the first half of last

year as they reaped the benefits of cost-cutting and overseas invastment.

While full year increases - to be announced on Wednesday - are expected to top 30 per cent in both cases, questions will be raised about the state of the German car market and other parts of the continent. As a counterweight, the news should be good on US demand.

GEN is expected to report 2125m, compared with 235m, while the consensus for T&N is £55m, against £45m. The former's dividend should be roughly covered, but T&N's will not be yet again.

The betting is that T&N will nevertheless hold the payment.

3

HANNET

**UK COMPANIES** 

Society
Fairey
Govett & Co.
Greggs
Infrom Justitis
Merchants 7st.
Perkine Foods
Persimmen

interims; Conwell Perker Domestic & Georg

IN TOMORROW

TOMORROW

TOMORANY MEETINGS:
Insuceare Group, The Holiday Inn Crowne
Plaza Hotel, Peter Street, Manchedar, 12.00.

Kathey Industries, Keisey House, Wood

Liamsel Hemstead, Heris., 11.00.

M WEDNESDAY MARCH 18
COMPANY MEETINGS:
Finebury Smaller Co'n Trust, The Great
Eastern Hotel, Liverpool Street, EC., 12:00
BOARD MEETINGS:

BI THURSDAY MARCH 11
COMPANY MEETINGS:
Extracemp, Colloris Hotel, Manchester Road
Krusslord, Chashire, 2-30.
Lookers, Lancashire County Cricket Club,
Telbol Road, Stretford, Manchester, 12.00.
EOARD MEETINGS: Abbeycrest Assot. Brit. Ports BTR Refuge Rolls-Royer Sanderson Smith & Ne Ti Group

m FRBDAY MARICH 12
COMPANY MEETINGS:
Central Motor Auctions, Poststract
Rothvell, Leeds, 12.00.
French (Thomas), Sharston Road,
Mythenshawe, Manchester, 12.00.
Priscedite Group, 8, Baker Shresh
Yerschire-Tyme Fass TV, The Tele
Centra, Leeds, 12.00 Company meetings are animal general meetings unless otherwise stated. Please note: Reports and accounts are not normally swillable until approximately six weeks after the board meeting to approve the preliminary reasons.

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nide Bidg Society 12 % % Nos. 1994 Do, Fitg. Rate Nts. 1995 E179 69 Redland Global Funding 127, % Gld. Nts. Hadiang Godal Purceing 12 % Get. Inc. 1994 A\$1.287 50 Renold 7% % 2nd Deb. 1982/97 £3.8125 Rockwell Intl. S0.23 Selnsbury [J.] (Channel Islands) 8<sup>1</sup>2 % Cv. Cap. Bds. 2005 £212.50 3: Girl. Fitg. Rate Nas. 1997 £187.98 Tokus \$0.35 Yorkshire Water 7.05p

**INTOMORROW** Anheuser-Busch S0.32 Brasway 0.24p Hampson Inds 0.4p Investors Cap. 7st. 1.275p Local Authority Short-Dated Bds. 10 & % Ca. 1.602 sch 50.32 C5, 1562 Mazda Motor 5,45%, 2006 Y143,819 Do. 5,5%, 2001 Y145, 139 Temreco 56,40 Tlens Warner S0,07

In WEDNESDAY MARCH 10 Aberdeen 7st. 0.5p Albiron 1.6p Allied-Signal 50.29 Bromsgrove Inds. 1.45p Chevron 50.875 Dun 8. Bradstreet 50.57 Exo on 50.72 Finsbury Smaller Co's. 20 Fuel Book Ind. Fin. Pern. Stif-Excense 72 Finabury Smeller Co's 20 Fugi Benk Indi, Fin, Perp Sub. Gld. Fitg. Rate Nts. \$11,218,75 General Motors \$0.20 Houston Inds. \$0.75 Ind. Business Machines Cap. Stit. \$0.54 Kelsey Inds. 8p Listy (EIR \$0.905 Park Food 2p Sun AlBance 10<sup>5</sup>9 % Nts. 1997 \$105.25 Sun Co \$0.45 31 Ind. 5% Gid. Nts. 1993 \$50,000 Travelers \$0.40 Tweefontsin Utd Collieries R2.23 Uts 51 % Travs. 2008/29 52.75 Uts 51 % Travs. \$0.05 Warner-Lumbert \$0.57

Honglong & Shanghai Banking Corp. Primary Cap. Undated Fitg. Rate Nts. \$62.50

Leeds Permanent Bidg. Society 7 \ % 1993
Y725,000
M & G Recovery inv. Inc. 19
Do Gessel Units 19
Do, Package Units 19
Moneanto \$0.58
Neit. Medical Enterprises \$0.12
Sepport Brews. Fig., Rate Ns. 1897 Y985,41
Societish Power 3.729
Stemen Drn 13
State Sk. of New South Wales 10 \ % 2002
AF107 50
Selfontein Gold Mining R0 30
Trans-Natal Coal R0.23
TR Smeller Cofs Inv. Tat. 1.5p
Victorian Public Authorities Fin. Agency
11% Gold. 2002 AS1 01 VES. 1897 Y985.417

E FREDAY MARCH 12 Abbey Natt. Tress. Servs. 87 % 1993 \$98.75 Fills 6 Tevrard 2.25p Grootwiel Prop. Mines Rt 25 Homg Kong Inv. Tst. D.75p Leeds Permanent Bidg. Society 7 \ % 1993 V725 000

E SATURDAY MARCH 13 Hydro-Quebec 12 4 % Ln. 2015 08.376

## **CONFERENCES & EXHIBITIONS**

MARCH 10 Rejuvenating A Mature

Business Professor Charles Baden-Fuller will discuss the strategies of successful rejuvenators. "Transforming The Organisation Mind" Robin Wood will examine how the mental model of managers contributes to organisat

Contact: London School of Economics. Tel: 071 955 7968.

LONDON MARCH 11

Foreign Exchange Differences Afternoon seminar, analysing key aspects and implications of the new draft station issued by the Inland Revenue on 16 February. £80. Contact: Michelle Beard, Ernst & Young. Tel: 071 931 2297.

Fax: 071 242 5862. LONDON

MARCH 15 Creating Opportunities -**Ensuring Success** 

A one day conference for finance ers to explore career paths available in the NHS, with an emphasis on Equal Opportunities. Virginia Bottomlev. Secretary of State for Health, will be the keynote speaker. To book a free place, contact; NHS Training Directorate. Tel: 0272 291029 ext 3213. LONDON

MARCH 15 Dow Jones Telerate Foreign Exchange Conference: 'New Horizons, New Risks'

An examination of the risks and opportunities represented by the emerging markets in Eastern Europe, Latin America and the Par East. A distinguished speaker list includes Lord Lawson, former Chancellor of the Exchemen. Tel: 071 832 9532 LONDON

MARCH 15 EIS & External Information

This one day conference explores the potential of LT, to radically improve the process of collecting, analysing and sharing external business information How EIS and related systems can improve the quality, scope and relevance of this Contact: Business Intellig Tel: 081 544 1830.

Fax: 081 544 9020. LONDON

MARCH 16 Financing Growth

An evening forum discussing the debt and equity options available for family sinesses. It will cover: financing increased working capital require how to attract external funding but still retain control and the options available rhen shares need to be bought in Contact: Diane Deacon, Stoy Centre for Family Be Tel: 071 486 5888.

LONDON MARCH 16-18

The NEC Marketing Show The definitive Marketing Event allowing marketing professionals to view the products and services which combine to make up the total marketing

ies: John Parry, Centre Exhibitions. Tel: 021 780 4141 ext 2604. BIRMINGHAM MARCH 17 **Budget Briefing** 

Afternoon briefing, where Ernst & Young senior partners will provide leading insight into the Chancellor's Budget and potential implications for UK businesses. Contact: Becky Brown, Ernst & Young. Fax: 071 928 4782.

MARCH 18 **Business Process Manager** Company Transformation

Through Re-Engineering as Proces CBI/Develin & Partners Conference. chaired by Brian Redhead. Speakers will be outlining the anomaches that worked for them so each delegate can choose those elements they can apply to their own specific business signation Contact: Karen Action, CBI Conferences.

Tel: 071 379 7400. Fax: 071 497 3646.

MARCH 18

Pitching For Business In a competitive business environmen more companies are selecting suppliers through a formal tendering process. This lastitute of Directors 1/2 day semigar will discuss the principles of best practice at Enquiries: Director Conf. Tel: 071 730 0022.

LONDON

MARCH 19 From Strategy To Action: Seminar For The Financial Services Sector

strategic responses for personnel/train directors. Organised by CILNTEC. Venue: The Guildhall, £50.00 + VAT. Contact: Wendy Fait, AIMM

MARCH 22 Survive! Business Continuity Conterence

disaster can strike your business any time. Learn from Clydesdale Bank, Department of Economic Development, Grand Mer and others who have planned for, and mace: Kate Hill Survivel Tel: 081 871 2546, Fax: 081 871 3866.

The only specialist show for buyers and Johns Swallow Hotel, Solibull. West Midlands. For free admission tickets International Publications Ltd. Tel: 0737 768611.

MARCH 24 Key Legal & Commercial Iss act: Caroline Litte. Tel: 071 636 1004

Fax: 071 255 1472

LONDON

Supported organisation's data. LONDON Contact: Walton Teasdale

Tel: 071 637 9111. **ASTON & LONDON** MARCH 24

Meat A conference for the people who wield influence over eating out mends. Sucakers from the UK and USA will give an overview of the current market and trade patterns for future developments in the catering world, specifically connected with meat, Contact: Allison Hughes, MLC. Tel: 0908 677577.

LONDON **MARCH 24-26** The Second World Coal Institute Conference:

Fax: 0908 609221.

Contact: The Event Organisation

HR implications of sector changes and Tel: 0462 675600. Pax: 0462 480187.

LONDON

As events in New York have shown,

survived, diss

MARCH 23-24 Çastings & Forgings '93 Exhibition & Conference

cifiers of cast and forged products. St contact: Lorraine Rogers, FMJ Pax: 0737 761685. SOLIHULL Tel: 0895 256484. Fax: 0895 813095.

The UK Oil industry in The 1990s This UK Oil Lawyers Group and Institute of Petroleum conference will cover legal Environment, Shared Use of Facilities and

MARCH 24 & 31 NeuroData Club - DTI

tars to introduce potential memb to NauroData. This technology transfer club will demonstrate the practical benefits of applying neural computing to identify hidden trends and patterns in an

Coal For Development Major international event for coal ng and using industry worldwide: financial, leval, environmental issues: coal technologies: importance of cost to

Tel: 071 228 8034. LONDON

MARCH 25 Developing An I.T. Strategy For

This one day conference shows how to lop a coordinated strategy to transf the effectiveness of sales and marketin through the use of LT. It explores practical agement issues which need to be resolved in order that companies can make Contact: Business Intelligence.

Fax: 081 544 9030. LONDON

MARCH 30 Strategic Alilances Conference Alliances are back on the European da, but the risks are formidable. You and have clear objectives, find the right partner and invest time in managing the elationship. Cases from Mercary, DHL. Olivetti, Rover and United Distillers. Tel: 071 823 8740, Fax: 071 581 4331.

LONDON

MARCH 30-31 Management Tools & The Project Support Office Based on the recent survey of project ing and support tools, this se provides detailed information and practical advice on the effective approach managing IT projects through the Project Support Office. Contact: Unicom.

MARCH 30-31 Managing Relocation

Through a highly informative and thought-provoking programme, this -day conference will examin wide range of domestic and international Contact: Natalic Munden, CBI Conferences. Tel: 071 397 7400. TELFORD

USA Catalogue Exhibition

American companies secking distribu agents, licensees and end-users in the UK and/or Common Market. Exhibition of catalogues and videos at the Royal Lancaster Hotel, London, Hours 10-5, Present business card for free entry and enouity processing. For your perso Fax: (USA) I 404 578 8787.

LONDON

**MARCH 30-31** Using EDI For Busine

The speakers in this seminar pocase studies demonstrating that major ics are realising the full benefit of EDI. Building on the experience of these organisations, this seminar offers a practical guide to EDI exploitation. Contact: Unicom.

Tel: 0895 256484. Fax: 0895 813095. LONDON MARCH 31 - APRIL 1

Introduction To Bonds & Bond Futures Course - Parts 1 & 2 Day 1: Market Structures, Trading Techniques Using Yield, Duration & Convexity. Day 2: Bond Feneres Explained; Speculation, Hedging & Arbitrage Strategies using Fatures & Cash Bonds. Venue Cambridge Science Park, Cambridge. £345 (1 day only), £595 (both days). Contact: Kathy Page, Brady Financial Seminars. Tel: (0223) 423250.

CAMBRIDGE MARCH 31 - APRIL 2 Emerging Markets/Restructuring The Energy industries Of East Europe & The Former USSR Eighth Annual PlanEcon, DRI/McGraw Hill conferences, with economic minister from the region, fund managers, oil executives, and noted experts.

Contact: Coringe Rede

Tel: 081 545 6212. LONDON APRIL 2 Access To Environmental

ence on Directive 90/313/EEC organised by Friends of the Earth with European Commission support. Focus on practical implementation into national law. Speakers from the UK and elsewhere in Europe include lawyers. ns, repres and Friends of the Earth. ries: Sibylle Grobs. Tel: 071 490 1555. Fax: 071 251 0818.

LONDON APRIL 2 EC Funded Research & Technological Development (14.7 Billion ECU Available) A major one day international conference looking at the EC's new Framework ramme for European transnational reh and technological development. btogra Speakers from the European Co Cabinet Office and industry. £90 + VAT. Tel: 0303 838726.

COVENTRY APRIL 5 - MAY 24 FT City Course

The course is designed for em unies with interests in the City. Its objectives are to provide a broader ing of all aspects of the operation of the City and the factors that make it a ent financial and trading centre. girles: Figancial Times. Tel: (771 814 9770), Pax: (171 873 3975/3969), LONDON

APRIL 21

Lite-Long Learning Delegates from Industry, Education and ent will consider human resource utilisation and develop recom for enhancement of national industrial base and competitiveness. Speakers include Sir Geoffrey Holland, Sir John Fairclough, Sir Christopher Ball and Sir Brian Wolfson. £250 + VAT - Residential. Contact: Stan Draper.

Tel: 0703 553404. Fax: 0703 672714. SOUTHAMPTON

Learning To Grow Again Sir Roland Smith is keynote speaker. The conference examines crucial elements in lifting businesses out of survival into

growth. Aimed at Chief Executives and dvisers, dealing with determinants of erowth and need for better performance. Enquiries: GMS, Tel: 0582 666970 LUTON APRIL 22 European & American Quality

**Awards** Hear from major European organisations on how to assess business effectiveness by using the measurement processes of the European Quality Award and the USA's

Malcolm Baldrige National Quality Award. Participants include executives from BT. Royal Mad, Ciba Geigy, Rank Xerox, Philips, EFQM, MBNQA and Bristol Quality Centre, Tel: 0272 763932. Fax: 0272 585116. LONDON APRIL 22 Society Of Technical Analysts 1993 Conference

sternational field of technical analysts. An exhibition demonstrating the latest analytical computer systems. Contact: The Membership Secretary. Tel; (0223) 356251. Fax: (0223) 329806,

LONDON

Views and expert methods from an

**APRIL 22-23** Implementing The EC Public A conference excentrating legal end the Directives and the penalties for failure to comply. Also offering information or the future of procurement policy in the EC. Speakers from Treasury, European Enquiries: Contracts and Procurement Research Unit

Tel: 021 414 3221, Fax: 021 414 3217. BIRMINGHAM APRIL 25-27 European Enterprise

Computing Conference sored by Apple Computer Europe. A r international conference designed to provide IT professionals with a framework for building information systems in the '90s and beyond. Speakers from Apple, Oracle, Lotus and Gartner Group discuss client/server computing, IT costs/benefits and systems integration. Contact: The Event Org Tel: 071 228 8034. Pag: 071 924 1790.

APRIL 26 Downslzing IT:

The Management Issues This one day conference looks beyond the technical aspects of moving from managerial and effectiveness dim Contact: Business Intelligen Tel: 081 544 1830. Fax: 081 544 9020.

The Commercial Dimensions

Of Parallel Computing in High Performance Computing. Top European and US speakers from industry and academia discusa: parallel software strategies; tools for profiling, monitoring and visualisation; business applicatio (with major case studies).

LONDON APRIL 28 Franchising Network Services

Tel: 0895 256484. Fax: 0895 813095.

- Regulation in Post, Rail & CRI conference, franchising approaches for post, rail and Scottish water are reviewed for effectiveness, including international experience and legal aspects of regulation. Contact: Leigh Sykes, CRL

Tel: 071 895 8823. LONDON **APRIL 28 & 29** Financial innovation - New Directions For The 90s

This high-level forum will review ments in financial innovation in a period of low growth and low inflation Enquiries: Financial Times. Tel: 071 814 9770.

LONDON **APRIL 29 & 30** The Influential Account Scandic Crown Hotel, Victoria, London An intensive workshop for all accounts

Fax: 071 873 3975/3969.

ness skilk. Contact: Evanua Morris, CIMA Tel: 071 637 2311. Fax: 071 580 6991.

and other managers wanting to improve

their practical persussion

LONDON MAY 5-6 Know Your Competitors: Competitor Intelligence & Analysis inc. Benchmarking A practical two day seminar/wor from the UK's No. I specialists. Practical case exercises, successful case amdies. Guest speaker who is head of a major company's intelligence unit.

Contact: Patricia Donnard, EMP

Tel: 071 487 5665. Fax: 071 935 1640.

ligence Service.

MAY 10 & 11 European Securities Markets The implementation of the EC's Capital Adequacy and Investment Services directives, the future structure of European equity and bond markets, the needs of international companies in raising equity and debt finance will be uiries: Financial Times. Tel: 071 814 9770

MAY 10-11 moting IT & Business Partnership This two day conference explores the approaches to achieving partnership between IT and the busin

changes in working practices, IT

anagers with balanced 'hybrid' skills.

Tel: OHI 544 1830. Fax: 081 544 9020.

organisation and the development

view abstract images on 16 video screens and are saked to stand in front of images Fax: 071 873 3975/3969, LONDON

LONDON

Social Lloyds Bank 10 4 % Sub. Bds. 1998 £1,025 Woolwich Bidg. Society Pitg. Rate Nts. 1994

Tax & Accounting Treatment Of Currency Transactions A complete update on the radical new legislation affecting equitable maxion of foreign exchange gains and losses. Speakers include: Stephen Edge and Jain Abrahams of Slaughter & May; Eric Tomsett, Touche Ross; and Emma Lubbook of Price Waterly

Contact: Sarah Avian, IBC Legal Studies and Services Ltd. Tel: 071 637 4383. Fax: 071 631 3214.

LONDON Pension Practice & **Employment Law** 

> An explanation for the businessman of:nonitoring pension funds, equalisation of pension ages, Goode Committee, EC directives, sexual harassment, maternity policies, and employee benefits. Contact: Caroline Carter, Eu

Tel: 071 779 8793. Pax; 071 779 8795. LONDON MAY 24-25 Oil & Gas Transport & Security

In The Former USSR A detailed assessment of the structure, control, economics and politics of the PSU's energy transportation infrastructure (pipelines. railways, waterways, roads). Co-hosted by Transneft, Gazprom, and the Kazakh Ministries of Fuel-Energy and of Transport. Contact: Europe Energy Environm Tel: 071 493 4918. Fax: 071 355 1415.

LONDON JUNE 9 The Healthcare Industry - The Leasing Potential

Competing for funds: industry developments; legal issues; supplier perspectives; leasing as a financial tool. Contact: Caroline Carter, Euromoney. Tel: 071 779 8793. Fax: 071 779 8795.

Public Sector Outsourcing Forum As opportunity for executives res for Public Sector procurement, Market Testing, and competitive tendering to assess capabilities of Private Sector Suppliers of support services.

JUNE 16 & 17

Contact: Kens th Trench, Magnet Events. Tel: 081 763 1230. Pax: 081 763 1225 LONDON

INTERNATIONAL MARCH - MAY 2 Karl Sims, Thinking Machines Corporation Present "Evolving Exhibit attendees at Centre Pompidou

they find most interesting. Prefere are registered by the supercomputer which generates images that are more and more generates images aesthetically interesting. Contact: Martine Meinot, Centre Pompidou. Tel: 33 i 42 77 iz 33.

MARCH 11 EC Romania Business Forum Up-to-date intelligence on industrial and reial opportunities in Romania for EC companies. Top speakers from manian Government and Ministries EC Commission and EC industry.

Organised by EC Commis

Développement SA.

Tel: +32 2 5 1 2 46 36.

Contact: Société Générale de

Fax: +32 2 512 4653. BRUSSELS

PARIS

ESUNDAY MARCH 14 Vertechone ADR \$0.561

**MARCH 16-18** 

International Gaming Business Exposition (IGBE) Europa '93 IGBE Europa '93 is the only major European exhibition exclusively for the casino gaming industry. IGBE Europa showcases all major products and services of importance to the casino. Special events will be held. Contact: Eileen B. Baird. Phone: (USA) (203) 852 0500 ext. 107.

Fax: (USA) (203) 838 3710. MONACO

MARCH 25 & 26 Survive! Business Continuity & **Disaster Recovery Conference** As recent events in New York have shown. disester can strike your business any time. Learn from local and international experts the critical issues of business continuity. Contact: Annie Chan.

Tel: +852 881 0838. Fax: +852 881 0338. HONG KONG

MARCH 29-31 The Economic Impact Of Airports in-depth analysis of how airports act as positive instruments of economic growth and their tribution towards regional development in terms of jobs and wealth creation. Airport leaders and experts discuss the key issues of economic impact measurement and lanneh a new Economic Impact Study Kit.
Contact: Mrs Martine Susin, ACI Europe. Tel: +32 2 513 0866. Fax: +32 2 513 2606.

MUNICH APRIL 27-28 Development & Liberalisation In Eastern Europe & The FSU A conference providing companies with

the FSU discuss with senior western experts. Contact: Cristina Watts, Adam Smith Tel: 071 490 3774. Fax: 071 490 2296. BUDAPEST

structure and investment opportunities in

the telecomms industry - Ministers and

decision-makers from Eastern Europe and

mustion on the organisational

**APRIL 28-29** Black Sea Oli & Gas: **Emerging Opportunities** The first public international forum on the Central Asian and South-East European oil and gas industries, with senior delegations from the estire region. Hosted by Marmara Bank and Europe Energy Environs ect: Europe Energy Environ Tel: 071 493 4918. Fax: 071 355 1415

MAY 12

Wargamesi Participate in a 1-day Business Wargaming seminar and workshop. Learn how to improve your probability of "strategic win". Mini-wargame exercise and 50 page Business Wargaming Guide included. For managers in Business Development. as Development Competitive Intelligence, Marketing, and ining. In-house events arranged Contact: IIB SA. Tel: +41 22 362 77 67. Fax: +41 22 362 77 92

ISTANBUL

DÜSSELDORF

MAY 25-26 ternational Consumer Credit Congress

An opportunity for those involved in the ent and marketing of consumer credit to be brought up to date with the latest techniques. Speakers from all sections of the industry explain the ca for integrated risk management throughout the credit evels Contact: Pat Walsh, CCN Group.

Tel: 0602 410888. Fax: 0602 474382. LAUSANNE

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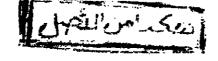
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# BANK OF TOKYO GROUP

THE BANK OF TOKYO GROUP continues to provide our clients with a range of high quality services in the field of Corporate Finance on a global basis. Our goal is to gain the confidence of our clients and to build up and maintain a lasting business partnership. Integrity in all our transactions is our highest priority.

Shown below are examples of transactions the Bank of Tokyo Group has carried out on behalf of clients. For more detailed information about our range of services, please contact any of the Bank of Tokyo Group offices listed below.

### **GLOBAL CORPORATE FINANCE IN 1992**

### M & A

Management buy-out of EXPRESS FOODS

YAMATO SCALE CO., LTD. LOCK INTERNATIONAL PLC. have formed a joint venture

> The undersigned acted as Financial Advisor to Yamato Scale Co., Ltd.

The Bank of Tokyo, Ltd.

PIONEER LDC, INC.

through its subsidiary

has acquired

**BEST & ORIGINAL** 

PRODUCTION LTD.

KANEBO, LIMITED has acquired from SAMMONTANA S.R.L the manufacturing and distribution rights in Japan under the

YAMAHA CORP.

has acquired

HAGAN SKIFABRIK GMBH

Yamaha Corp.

The Bank of Tokyo, Ltd.

The undersigned acted as The undersigned acted as Financial Advisor to Financial Advisor to Kanebo, Limited The Bank of Tokyo, Ltd. The Bank of Tokyo, Ltd.

GRAND METROPOLITAN PLC. The undersigned acted as The undersigned acted as Financial Advisor to Financial Advisor to Management of Express Foods

Sank of Tokyo International Limite

CHUO SPRING CO., LTD.

has increased and acquired

controlling shares in

ACK CONTROLS INC. The undersigned acted as Financial Advisors to

Chuo Spring Co., Ltd. The Bank of Tokyo, Ltd. The Bank of Tokyo Trust Compan

KOTOBUKI CORPORATION has acquired AUDIENCE SYSTEMS LTD.

> The undersigned acted as Financial Advisor to Kotobuki Corporation

> > The Bank of Tokyo, Ltd.

MMC HARTMETALL GMBH

has acquired

exclusive sales rights from

FABOR S.A.

The undersigned acted as

Financial Advisor to

MMC Hartmetall GmbH

Banque Européenne de Tokyo S.A.

THK CO., LTD. has acquired PGM BALLSCREWS LIMITED

The undersigned acted as Financial Advisors to

The Bank of Tokyo, Ltd.

TOHO PHARMACEUTICAL has subscribed to preferred stocks of and entered into distribution agreement with BIO SURFACE TECHNOLOGY INC

The undersigned acted as Financial Advisors to Toho Pharmaceutical Co., Ltd. The Bank of Tokyo, Ltd. The Bank of Tokyo Trust Company

### INTERNATIONAL LEASE

U.K. EQUIPMENT LEASE ND MARSTON LTD.

The Bank of Tokyo, Ltd. acted as Financial Advisor to Nippondenso Co., Ltd.

U.K. EQUIPMENT LEASE ASAHI TRIEFUS PLC. (Subsidiary of ASAHI DIAMOND INDUSTRIAL CO., LTD.)

Arranged by Bank of Tokyo International Limite

U.K. EQUIPMENT LEASE INTERNATIONAL CATERING LTD. (Subsidiary of JAPAN AIRLINES CO., LTD.)

Arranged by Bank of Tokyo International Limite U.S. EQUIPMENT LEASE CHUSELU.S.A., INC. (Subsidiary of CHUSEI OIL CO., LTD.)

Arranged by **BOT Financial Corporation** 

U.S. EQUIPMENT LEASE YOTEC, INC. (Subsidiary of YAMADA SEISAKUSHO CO., LTD.)

Arranged by **BOT Financial Corporation** 

### AIRCRAFT LEASING

ALL NIPPON AIRWAYS CO., LTD. Boeing 767-300 Aircraft Japanese Leveraged Lease

Arranged by

and other leasing companies

BRITISH AIRWAYS PLC. Boeing 747-400 Aircraft Japanese Leveraged Lease

Arranged by and other leasing companies

SYSTEM BERHAD Boeing 737-400 Aircraft Japanese Leveraged Lease

MALAYSIAN AIRLINE

Arranged by BOT International (H.K.) Limited

ROYAL DUTCH AIRLINES Boeing 747-400 combi Aircraft Ownership

Equity Arranged by **BOT Financial Corporation** 

Foreign Sales Corporation Lease

QANTAS AIRWAYS LIMITED Two Boeing 747-438 Aircraft Australian Leveraged Lease

Arranged by Meridian International Capital Limited Term Loan & Letter of Credit Arranged by

Bank of Tokyo Australia Ltd.

ALASKA AIRLINES, INC. Four MD-83 Aircraft U.S. Leveraged Lease

Union Bank & others

Equity Arranged by **BOT Financial Corporation** 

UNITED AIRLINES, INC. Two Boeing 737-500 Aircraft U.S. Leveraged Lease

Union Bank & other Equity Arranged by **BOT Financial Corporation** 

### ASSET BASED AND STRUCTURED FINANCING

PETROLEOS MEXICANO (PEMEX)

Syndicated Credit Facility Supported by MITT investment insurance overseas Funds provided by The Bank of Tokyo, Ltd.

> Arranged by The Bank of Tokyo, Ltd.

and other Japanese banks.

EAGLE POINT COGENERATION PARTNERSHIP

The Coastal Corporation Public Service Enterprise Group, Inc.

U.S.A.

The Bank of Tokyo Trust Company acted as Co-Agent and Swap Co-Provider

BELVIEU ENVIRONMENTAL **FUELS** U.S.A.

Sun Company, INC. Mitchel Energy & Development Corp. Enterprise Products Company

The Bank of Tokyo Trust Company acted as Co-Agent

INDECK-OLEAN U.S.A.

Indeck Energy

BOT Financial Corporation acted as Co-Agent

U.S.A. Destec Energy, Inc. Transco Energy, Inc.

> Union Bank acted as Agent

COSCO-HIT TERMINAL

Hong Kong COSCO Hong Kong Int'l Terminals Ltd.

The Bank of Tokyo, Ltd. acted as Lead Manager

TANABE CORPORATION/ FURRY CREEK PROJECT Canada

The Bank of Tokyo Canada

Arranger

### **CONSULTING SERVICES**

ERDENET MINE MODERNIZATION AND DEVELOPMENT PROGRAM (TICA MISSION)

Mongolia

The Bank of Tokyo, Ltd. Financial Advisor

INDONESIA/TELEPHONE EXPANSION PROJECT ( REPELITA IV)

> Indonesia NTT Salim Group

The Bank of Tokyo, Ltd. Financial Advisor

GEOTHERMAL POWER PLANT PROJECT AT LEYTE

Philippines Kanematsu Corporation

The Bank of Tokyo, Ltd. acted as Financial Advisor

DALIAN INDUSTRIAL PARK PROJECT

China The first project developed by Japanese-Chinese Official and Private Sectors The Bank of Tokyo, Ltd.

acted as

Financier and Agent

(211) 36670

(1) 435-2536

(02) 669931

EAST JAKARTA INDUSTRIAL PARK PROJECT Indonesia

apanese-Indonesian Private Sector The Bank of Tokyo, Ltd. acted as Promotor, Investor and Financier

The first project developed by

TOURISM ADVISOR

Malaysia

Malaysia Tourism Promotion Board The Bank of Tokyo, Ltd. acted as Advisor

PROMOTION OF FOREIGN IN CHIBA PREFECTURE

Chiba Prefecture

The Bank of Tokyo, Ltd. acted as

HOKKAIDO SUMMIT FOR THE VIPS OF THE FOREIGN-AFFILIATED COMPANIES

Hokkaido Government/ The Committee for the Promotion of Investment in Hokkaido

The Bank of Tokyo, Ltd. acted as Advisor

Düsseldorf

KYUSHU INTERNATIONAL INVESTMENT MEETING 1992

The Kyushu Industrial Location Promotion Council The Bank of Tokyo, Ltd.

acted as

Advisor

STUDY OF THE ENVIRONMENT IMPROVEMENT PROJECT IN REPUBLIC OF HUNGARY

> Undertaken by The Overseas Economic Cooperation Fund (OECF)

The Bank of Tokyo, Ltd. participated as Financial Economist

YOROZU CORPORATION HAS ESTABLISHED YOROZU MEXICANA S.A.

> la conjunction with NAFTA

The Bank of Tokyo, Ltd. acted as Financial Advisor

Tokyo The Bank of Tokyo, Ltd. Head Office Corporate Advisory Division

Project Finance Division The Bank of Tokyo, Ltd. Osaka Office

Financial Advisory Department London The Bank of Tokyo, Ltd. Financial Services Department Bank of Tokyo International Limited Special Finance Division

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(071) 216-1050

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Financial Services Department

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 Los Angeles Union Bank (Bank of Tokyo Group) International Advisory Department

The Bank of Tokyo Canada Hong Kong

862-7888

(213) 236-5685

(416) 865-0220

The Bank of Tokyo, Ltd. Singapore

2208111

(071) 628-8111 Financial Services Department (1) 42-61-58-33

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(2) 255-1111

### **Upgrading** housing in Essex

UNITED HOUSE in Swanley has been awarded a £6m design and build housebuilding and improvement contract jointly from Basildon District Council and the New Islington and Hackney Housing Association to completely modernise, upgrade and extend the Crudens Estate at Pitsea in Essex.

The work includes the design and construction of 64 houses, bungalows and flats (£2.3m), the refurbishment of 351 houses and flats including roofs, external walls and landscaping (£2.5m) and new infrastructure (£1.2m).

### Restoration plan

The contract for Stage II of the safeguarding works taking place at St Pancras Chambers has been awarded to the London-based company WATES SPECIAL WORKS. The contract is worth £8m.

The work exclusively concerns the exterior of the building: replacing the existing slates with green slates (like the Victorian originals); restoring masonry, balconies, balustrades and the clock; providing a full exterior clean of the building; and repairing the statue of Britannia for return to her plinth 130 ft up over-looking King's Cross station. Stage I of the safeguarding works commenced in May 1992.

### Headquarters

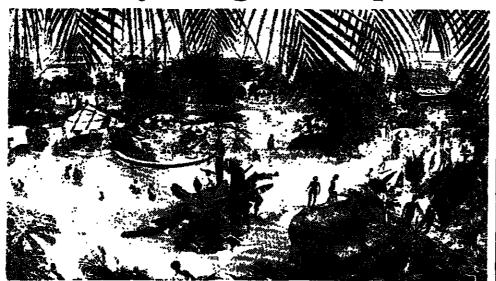
A design and build contract, worth £7m, has been placed with Portsmouth-based WAR-INGS CONTRACTORS for an 80,000 sq ft office complex which will become the new headquarters for the integrated staffs of the Second Sea Lord and the Commander in Chief Naval Home Command (CINC-NAVHOME).

### Social housing

HALL & TAWSE PARTNER-SHIP, part of Raine, has been selected to design and build at least half of the Kent Housing Partnership volume housebuilding programme of 2.300 dwellings in the next three

Hall & Tawse Partnership expect to start work on 1,000 houses by the end of the year.

### Holiday village development



Center Parcs, based Newark, has awarded the first major contract in the construction programme of its new holiday village at Longleat to G

PEARCE & SONS of Devizes. The contract, worth some £12m, is for the infrastructure works for the village and fol-lows work by the company on

The artist's impression (above) shows the proposed

### Improving water quality in Middlesex

ANGLIAN H&G (AH&G) has been awarded a £15m contract by Thames Water for a 25 tonnes per day granular activated carbon (GAC) reactivation plant to be built at Kempton Park, Middlesex. The scope of work includes design, procurement, construction and

The design has already started and the plant is scheduled to come into production early in 1995. GAC is being used increasingly by the water industry to improve the quality of drinking water in order to conform to EC directives. It is particularly effective at removing herbicides and pesticides whilst also improving the taste and odour of water.

The energy efficiency of Anglian H&G's reactivation

raises internally all the steam required for the process. The company is building an additional eight plants in the UK for the removal of pesticides from water.

Anglian H&G is a 50/50 joint venture between Anglian Water and H&G Process Con-

ally enclosed and screened

from the public with access to

Considerable attention has

Macau, a one-hour jetfoil trip

been given to noise abatement

from Hong Kong, is a Portu-

guese territory destined to

revert to Chinese rule at the

parking facilities on top.

and odour control.

### Wastewater treatment plant in Macau

from UK and French contrac-

tors with a compact and effi-

The plant, which will treat

both domestic and industrial

wastewater, wilt take two

years to construct, followed by

cient process design.

A consortium led by WATER ENGINEERING (HK), part of the North West Water Group, has signed a £15m contract to design, build and operate a wastewater treatment plant in Macau, on the southern tip of China. Water Engineering and its Portuguese partners, Teixeira Duarte and Soares Da

an operation contract of three The plant, sited in a densely Costa overcame opposition populated area, will be virtu- end of 1999.

Harnessing the wind at Kirkby-in-Furness

A £5m contract to install 12 400kW wind turbines at the new Kirkby Moor wind farm in Cumbria has been won by TAYLOR WOODROW CON-STRUCTION NORTHERN.

With a total capacity of 4.8MW, the wind farm at Kirkby-in-Furness will supply electricity for the equivalent of 4.500 homes.

The wind farm project, a joint venture between National Power, South Wales Electricity and Taylor Woodrow Construction Holdings, removes the

need to emit 12,000 tonnes of carbon dioxide a year in burn-

ing fossil fuels. The turnkey construction contract for the Kirkby Moor wind farm company includes civil works and installation of electrical equipment.

### ICI split makes waves

Musker, 40, secretary.

Michael Deeley, chairman of

the separately quoted ICI Australia, keeps the same job

unlike most of ICI's other

regional chairmen around the

globe. ICI Europe has been dis-

tember. Ben Lochtenberg

remains chairman of ICI Amer-

ica but is close to retirement.

Meanwhile, Keith Willard, president of ICI Canada, has

been appointed chairman of

Paul Schindler, the French-

man who was ICI's chairman of Asia Pacific, has been made

chairman of ICI (China) and Dr

S Lui has been appointed

chairman of Zeneca in China.

He takes on additional regional responsibilities from August.

Finally, there are still some

non-executive directorships to

fill. Gill Lewis (above right) 48,

Nestlés head of personnel, has

just been appointed to the

Zeneca board, but the old ICI

needs to recruit at least one

more non-executive director if

it wants to maintain its tradi-

tional balance between execs

Eye Wall's, part of Unilever,

has been appointed group exec-

utive director - marketing of

COURAGE; his responsibilities

will include such brands as

Foster's, John Smith's, Kronen-

bourg, Miller, Pilsner and

■ David Spencer is promoted to

corporate director of human

resources at SMITHS INDUS-

TRIES on the retirement in

and non-execs.

Beamish.

May of Gil Jones.

Zeneca in North America.

banded and its chairman David Benyon, retired last Sep-



When a company like ICI, Britain's biggest manufacturer, splits itself in two, the shock waves are felt well beyond the boardrooms of Ronnie Hampel's slimmed down IC1 and David Barnes' Zeneca.

It is easy to spot the winners at board level. Alan Pink (above left) 54-year-old chief executive of ICI's agrochemicals and seeds business, for example, has gone on to the Zeneca board. He is the only one of the eight chief execu-tives of ICI's traditional core businesses to get a directorship as a result of the demerger.

Rob Margetts, 46, who had been chief executive of ICI's Tioxide business until six months ago, had already got a main board seat. But given that the rest of his colleagues are in their late fifties, he would seem a front-runner to take over from Ronnie Hampel who is little more than a year away from ICI's normal retire-

ment age of 62. Three of ICI's four general managers are staying with the old firm - Victor White, 56, group solicitor, Alan Spall, 48, finance; and Trevor Harrison, 53, planning. However, ICI personnel boss Hugh Donaldson, 51, joins Zeneca as general

■ Peter Johnson, who is responsible for FISONS' pharmaceutical division's R&D, and Michael Redmond, formerly md of pharmaceutical marketing operations and now md of the pharmaceutical division, have been appointed to the board.

■ Peter Spinney has been appointed director of personnel at BRITISH GAS's UK Gas

■ John Nicolson, previously marketing director of Birds md of Kablo Bratislava, part of Inflatables, Steve Willcox

### Taylor Woodrow recast

Taylor Woodrow appears to have completed its senior management reshuffle with the promotion of 46-year-old Brian Abrahams, currently responsible for group trading activities and managing director of Greenham Trading, onto the board. In turn, George Borwell, 66. chairman of Greenham Trading, will retire from the

board at the May agm. When Colin Parsons took over as chairman of the big UK construction company a year ago, he admitted that even he, as an operating director, sometimes had difficulty in understanding the structure of the board, which at the time was top-heavy and generally opaque. Since then, six direcresources, along with Norman tors have left, and four new Lyle, 45, finance; and Graeme

ones, including Abrahams, have been appointed.

A Taylor Woodrow man from the age of 16, when he joined as a junior in the buying office. Abrahams has concentrated on the sales and marketing side. As Borwell's protegé, he pushed forward with the expansion of Greenham Trading, which has a product tange from contractors' tools to leisurewear and which is one of the few businesses within the group that has continued to improve its performance through the recession. Borwell, one of the doyens of Greenham Trading, may be asked by the subsidiary board to become its non-executive chairman. Tay-lor Woodrow reports its full year results on March 30.

tailored specifically for Strong

and that he had not been

doing it long enough to estab-

Jarvis adds that the co-head

arrangement has become

increasingly popular at the

bank - "that way we can be

in London and out with the

client at the same time". He

contends that Strong spent

most of his time on "internal

organisation. He was not a cli-

ent man." McVeigh and Jarvis

have known each other for 20

years and the latter says that it will not be a case of dividing

up the turf as they will be

pretty much substitutable".

mon since 1971, but Jarvis

only joined six years ago; he

had been vice chairman and

chief financial officer of Norw-

McVeigh has been at Salo-

lish the structure.

### Co-heads for Salomon

Salomon Brothers has replaced Bill Strong, the head of international investment banking who left unexpectedly in January, with two members of its existing London senior man-

However, Charles McVeigh, 50, chairman of Salomon Brothers International, and David Jarvis, 51, managing director and head of investment banking for European financial institutions, assume responsibility solely for European investment banking. whereas the rest of international will revert to Richard Barrett and Leo Higdon who run investment banking worldwide from New York. Strong had recently been promoted from head of the European side, but Salomon says the newly created job had been

Siemens, has been appointed

md of the Berlin-based KWO

Group, which BICC Cables

retirement as chief executive

est Corporation.

power Group. bought last year. ■ John Lloyd, finance and cor-■ Geoff Hunter has been proporate development director, is moted to finance director and to be appointed group md of company secretary of PECH-PORTALS GROUP as from the agm in May. Michael Morley, who is recovering from a recent illness, is taking early

but will remain deputy chairmoves from the Swire Group in ■ Brian Stacey, commercial director of AVON RUBBER, is retiring at the end of this month. John Harper then

chairman of Avon S&H and Avon-Clevite; Chris Martin chairman of the Wiltshire Man-

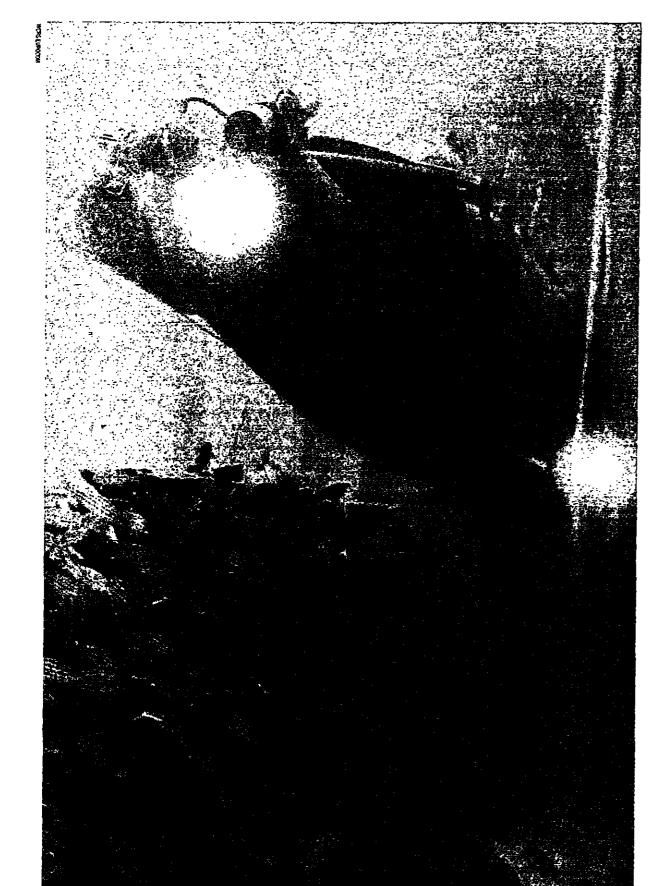
INEY Packaging Food & Gen-■ Claire Harbour has been appointed general manager of LOUIS VUITTON UK; she

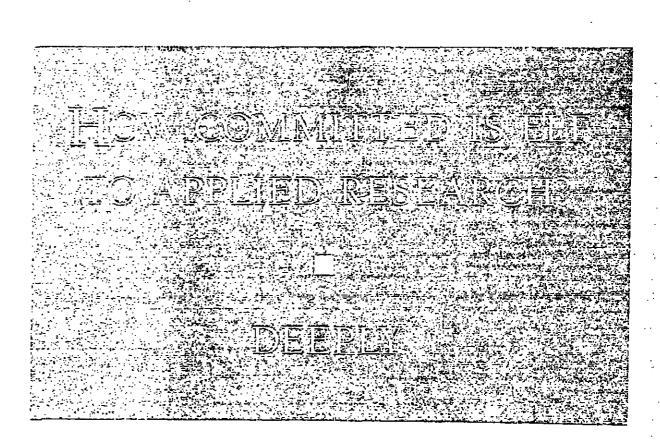
the Far East. ■ Mike Todman, formerly finance director with Wang Laboratories, has been appointed finance director of

■ BERLIN

OPERA/DANC#

WHIRLPOOL UK.





ow do you measure commitment? In terms of finance? Manpower? Innovation? Or maybe ecological soundness?

Elf is perfectly happy to be judged on all four counts. Last year we took research seriously enough to spend over 900 million dollars, which should get us past the first qualification. We also employ 5,800 researchers, they work in oil exploration, petrochemicals, plastics, chemicals, biotechnology and pharmaceuticals.

Two down and two to go.

Our pioneering instincts have developed horizontal drilling for the world of oil production, as well as pharmaceuticals which fight cardio-vascular diseases for the world at large. And the CFC substitutes we produced last year, as part of our 45 million dollar environmental research campaign, will endorse our ecological credentials.

But then, if you're serious about research, it's no use just skimming the surface. 🖾



OUR DEDICATION GOES FURTHER

Architecture/Colin Amery

# Proud to be Paris

ital city with a strong L sense of its own identity. It is a city with a government. It is a city devoted to culture and the finer arts of civilisation. It is a city with a working and up-to-date infrastructure. During the last 20 years it has become a city of importance in the history of contemporary architecture. Londoners can gain some sense of this creative excitement at Paris: A City in the Making, an exhibition at the French Institute in Queensberry Place.

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The exhibition is an offshoot of the Pavillon de l'Arsenal in Paris, a centre founded in 1989 to inform Parisians about changes in the planning and development of their city. Pavillon de l'Arsenal, housed in a 19th century glass and steel building on the Boulevard Morland in the IVe district of Paris, was the brain child of M. Jaques Chirac, as mayor of Parls. At its heart is a great model of Paris connected to a tactile screen computer. Visitors ask the computer questions, and it answers through a video disc while a laser ray spotlights the relevant sector of the model.

Apart from all this high level technology the Pavillon de l'Arsenal publishes books, runs a library on Paris, and organises regular temporary exhibi-tions. The one in London follows many of the themes of the permanent display in Paris. Alas, the great model does not travel and so the exhibition is relatively hard work; you must enjoy reading panels and unravelling plans.

Unlike the recent Vision for London model and exhibition at the Royal Exchange in the City, the Paris displays are not afraid of history. History and the study of civilisation unlock

ny Londoner must an understanding and enjoyenvy Paris. It is a capment of architecture. The creators of the Paris exhibition understand this; they begin their themed explanation of the city's growth and change by explaining how the city acquired the shape it has today. From Philippe-Auguste's walls and crypts to the rampant demolition and rebuildings of Baron Haussmann, Paris has undergone sweeping changes. However, there is always evidence of the grand vision, which is so rare in Britain.

The display in London helps to relate a number of significant architectural developments in Paris to the overall plans and strategies for the city. Visitors cannot but sense that the developers of Paris both private and public - are aware of the restraints and advantages of centralised plan-ning. The interminable peri-pherique, for instance, encircles Paris like a corset. And it is interesting to observe that Paris's encounter with the Modern movement was really a failure - the city remains visually of the 19th century. The immense scale of much of what the Modern movement intended for Paris destroyed the quartier and all the happy mixtures of activity that make Paris work so well. The Centre Georges Pompidou, for all its avant-garde attraction, also showed Parisians the crude insensitivity of much modern

The more sensitive Parisians have always valued the density of their city and its hidden courts and muddle of uses. The city needs both the grand statement and the gradual renewal of the quartiers. There is a chance in this exhibition to compare, for example, the Parc de Bercy (1990) with Buttes Chaumont (1860); or the

formality of La Grande Arche with the relaxed abstractions of the Parc de la Villette.

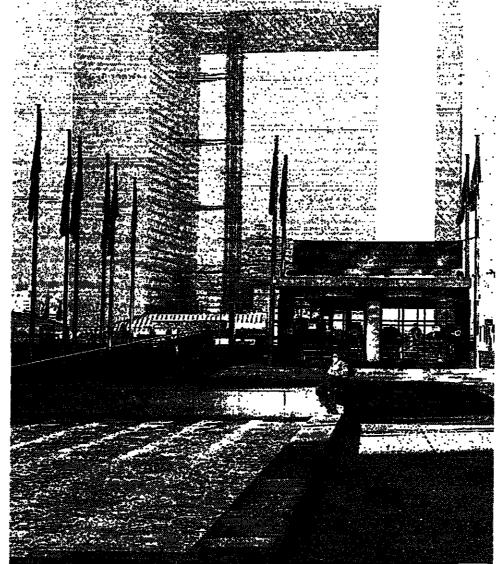
Upilon Sa

The most intriguing period in Paris is, without a doubt, the 1980s and the triumph of socialism, marked by the grand presidential projects and the new urhan policies of the city of Paris. In the 1970s, things were not quite so clear; the redevelopment of Les Halles caused much controversy and the rise of the post-modernism of Ricardo Bofill sparked off intense architectural debate.

But President Mitterrand evidently knew exactly what he wanted. His projects are the result of international competition and represent the new wave of modernism.

The unknown Dane, Johan Otto van Spreckelsen, designed the great white marble arch at La Defense. The equally unknown Bernard Tschumi. from New York, won the commission for "the park of the 21st century" at La Villette. The president's wish to turn the entire palace of the Louvre into a modernised museum was granted by the American architect I. M. Pei, who provided the most potent new symbol in the city with his pyramid in the Louvre courtyard. The ministry of finance now occupies the huge slab overhanging the Seine designed by Chemetov and Huidobro, and the striking new City of Music opened at La Villette last year, designed by Christian de Portz-

With the French elections almost upon us, what will become of the unfinished projects if the socialist government falls? Will Dominique Perrault's strange French National Library in the Tolbiac district ever house books in its towers? Francis Soler's International Conference Centre on the Quai de Branly, near the



Confident vision: the great white marble arch at La Defense, part of the new wave of modernism, was designed for President Mitterrand by Johan Otto van Spreckelsen

great glass boxes of an intensely minimalist design. Both these projects could well be casualties of a change of government.

Whatever the political outcome of the next few weeks,

Eiffel Tower, proposes three Paris remains a city where upon the removal of all sense architecture really matters as a of civic pride from the nation's part of the national culture. That just cannot be said of London, where the boom of the 1980s produced so little of architectural merit and our national leaders seem intent

capital.

Paris: A City in the Making, 17 Queensberry Place, London, SW7; Tel. 071-589 6211 (sponsored by Aeroports de Paris).

Music in New York/Paul Griffiths

### Ellen Taaffe Zwilich

The music of Ellen Taaffe hand of a sometime jazz trum-Zwilich has made little impression outside the US, but it is different at home, where her scores fly around the country like shots in a pinball machine. Not a year passes without a new symphony, concerto or mighty orchestral piece, always tidily made, practical, uncomplicated, and sure to appeal to orchestral managements from Florida (where she was born, in 1939) to Alaska.

On the very night of the first performance of her Third Symphony, commissioned and played by the New York Philharmonic, Zwilich was also to be heard in Phoenix and Minnesota. And this was only the first of three Zwilich orchestral premieres planned for 1993.

Zwilich's skill is clear from the new symphony - as clear as the cautiousness that may account for such success. She is cautious not to cause expense (so no additions to the standard symphony orchestra), not to trespass too much on rehearsal time, not to exceed the patience of the many audiences she has the right to foresee (so three movements, and the whole work over in 22 minutes) and not to go beyond, either, what the standard repertory has taught those audiences to regard as the proper stuff of symphonies (so strong themes, strong tonal centres, and a rhetoric of combat). What comes out of all this is

music curiously close to that of another 20th-century symphonist who operated under a machinery of cramps and constraints: Shostakovich.

Except for the steamrolling syncopation that shows the peter, almost nothing in the symphony would prevent one's hearing it as a Soviet product of 50 years ago, by a composer taking her bearings from Prokoffev (a few moments of spiky glamour reminiscent of Romeo and Juliet) as well as from Shostakovich's symphonic procedures: the emphatically stated keynotes, from which the melodies are often hopelessly adrift and isolated; the insistence on germinal motifs there especially the very Shostakovich-like opening gambit of rising through a minor third by way of a minor second); even the desolated triumphs. For when this symphony

finally returns to the F sharp of its opening, the blazing triads are perched precariously in an unrooted treble, and dominated by the over-bright, unsteady sound of high trumpets and vibraphone. This moment needs a crack performance - and received one. Zwilich also expects much from her violas, placed at the front right, from where they can balance the first violins in voice and action, while the resort to traditional sources of energy and argument inevitably brings the brass ensemble and various woodwind soloists repeatedly to the fore.

Created for the musicians who were so confidently introducing it to the world, the symphony was perhaps created, too, for Kurt Masur, though in the event of his indisposition it was strongly urged by Jahja Ling, well used to this composer's work.

Avery Fisher Hall, New York

### Opera/Max Loppert

### La Favorite

hen so much about Welsh National Opera's new production of Donizetti's Favorite is regrettable - singing, musical preparation, production - it may seem perverse to start out on the matter of the Italian text that the company has elected to sing. But since this seems to me symptomatic of the central failure of artistic nerve that characterises this important revival, I make no excuse

La Favorite (1840) is a French grand ra, the second that Donizetti wrote for Paris. It was regularly performed in that city until 1918, and thereafter kept a toe-hold on the international repertory in Italian translation; but, as every Donizettian knows who has ever compared the two versions even briefly, the standard Italian Favorite text is a ghastly botch-up of the origi-WNO's general administrator, Mat-

thew Epstein, is well aware of the overriding argument for performing the opera in its original language (as I know from correspondence with him); its musical director and Favorite conductor, Carlo Rizzi, admitted on the latest edition of Radio 3's Opera News that he would have preferred to do Fanorite in French, So what happened to sway the company's two head-men against their own better judgment?

Enter at this point the Peter Moores Foundation, which has funded the production, and which in the WNO Favorite programme offers the lame rationale that "the [opera's] surviving performance tradition is in Italy and America, where it is always sung in Italian". What this has to do with the work's revival in Cardiff, and with a cast entirely made up of anglophone singers all taking their roles for the first time, escapes me completely

If the Peter Moores Foundation had also stumped up sufficient cash to pay for Italian stars (Cecilia Bartoli and Giuseppe Sabbatini, say, or even Pavarotti) there would have been some sense in a WNO Italian-language Favorite. At least the foundation has, for the occasion, also undertaken a revision of the Italian version which eradicates the notorious narrative nonsenses of the standard Italian text (the process of transforming Favorite into Favorita ran up against Italian censorship of the mid-19th century, which turned a rigorous gaze on religion and historical personages in opera, and which in this case resulted in garbled points of plot and charac-

But this hardly settles the worrving basic question of sponsors exerting influence on a national company's artistic policy. Does language really matter? La Favorite is a noble, serious opera - about the struggle between sacred and profane love undergone by the central figure. Fernand (tenor) in a consciously mastered French

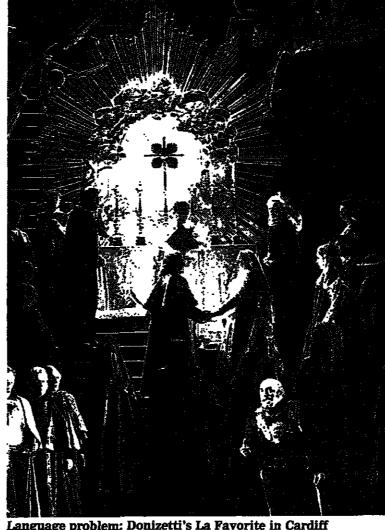
In his works for Paris, Donizetti aimed high, and specifically: the forms are large in scale, the orchestration is careful, and the vocal writing (bar a few rum-ti-tum strettas) is severely simplified, achieving in solo and duet a spacious singing style that

was to have a powerful impact on Verdi. The French words are clean-cut and cleanly meshed with the vocal line; in Italian, and particularly in the very indifferent Italian on offer here, the effect is constantly fuzzed up.

The larger point about the Cardiff Favorite performance is that a little-known but significant opera is made to seem second-rate: stiffer, less "animally" alive in its musicodramatic compound than Lucia and Lucrezia Borgia, and cardboard-v in its characters and situations. In the New Theatre on Friday the n at once crudely shaped and loudly belted. In the fascinating title-role mistress of the king, Fernand's guilty, unhappy lover - the Australian mezzo-soprano Bernadette Cullen gave notice of a strong, well-schooled instrument but almost no notion of bel canto style. Ditto the Fernand of Bonaventura Bottone, the ENO's much-admired character tenor.

The remainder ranged from the just-acceptable to the mediocre. The conductor, who failed to instil respect for dynamic markings in his singers, secured fleet orchestral playing but little sense of larger movement, Rennie Wright's production is "modern" in a competently second-hand fashion: stepped basic set, symbolic props, gauze, the all-too-familiar production lingua franca of the 1970s. What a disappointment!

> New Theatre, Cardiff, then on tour to eight cities, including two performances in WNO's April residence at Covent Garden.



Language problem: Donizetti's La Favorite in Cardiff

### Comedy/Antony Thorncroft Steven Wright

The stage is bare apart from an jokes - "I bought a de-caffein-armchair illuminated by a ated coffee table" - are easily armchair illuminated by a spotlight. No, not Mastermind; something much more challenging and disturbing. A complete scruff wanders on, dressed in black, with his long hair divided by a balding dome, like a mad professor. He sits down, picks up a microphone and is away. "When we landed I forgot to take off my seat belt. I discovered I was hauling the aircraft through the terminal."

For well over an hour Steven Wright, perhaps the most admired of American stand up liners, which are not exactly jokes, more bizarre twists to accepted speech and reality. The delivery is relentless; the face deadpan; the variation minimal. Yet Wright creates an entirely credible world and lets slip an awful lot about himself

and American society. Some of it is childish riddles: what do you put under coasters?". Some of it sixth form word play: "I like to reminisce with people I don't know". Some of it is mildly amusing: "Why are ballerinas always on tip toes? Why not get taller women". And some of it weird: "You never know what you've got til it's gone. I wanted to find out so I got rid of everything".

This is the kind of act that can get very tedious. I smiled occasionally while all around people were laughing hysterically. The skill is that purile

swallowed in the incessant flow, and that there is a sinister undertow which keeps you hooked. Wright talks a lot about his grandfather, with some typical exchanges. "Here's \$5. Don't tell your mother I'm giving it to you. "It will cost more than that."

The act enters the truly oddball when Wright picks up his guitar to sing about a two-dayold baby girl who he has fore-told will become a prostitute. It is disturbingly funny. You realise that there is some method, behind what seems to be random guips. The gap between funny-ha-ha and funny-strange has been bridged. Wright projects the image of

the freewheeling American who hates cops and regimentation. Yet there is minimal swearing: minimal political correctness; minimal posturing. There are hints of Tom Lehrer and a bit of Garrison Keiller. Sometimes his desire to turn the real world on its head - "I like to skate on the other side of the ice" becomes formulaic but Wright is an original, imaginative, rare talent. Like most comedians, you can tell whether you are going to enjoy the act in the first minute. Wright was too predictably smart-assed for my taste, but I can appreciate his appeal.

Dominion Theatre, London



### BERLIN

**A** 

**OPERA/DANCE** Staatsoper unter den Linden The main event this week is the premiere on Fri of a new Béjart ballet production, conducted by Daniel Barenboim (repeated March 14, 28, April 4, 10, 15). This week's other performances include a song recital tonight by Robert Gambill, Der Freischütz and Thurs, Zar und Zimmermann with Kurt Moll on Wed and Salome with Karen Huffstodt on Sat (200 4762) Komische Oper Tomorrow: first night of new production of Flemming Flindt's 1966 Dumas ballet The Three Musketeers (also Sun). Wed: Bartered Bride. Fri: Les Contes d'Hoffmann. Sat: Entführung (229 2555) Deutsche Oper Tomorrow and

Fri: Elektra with Janis Martin and Leonie Rysanek. Wed: Gounod's Faust. Thurs: Jiri Kout conducts revival of Gotz Friedrich's production of Mathis der Maler. Sat: Katya Kabanova. Sun afternoon: Peter Schaufuss'

production of Giselle. Sun evening: Balanchine evening (341 0249)

CONCERTS Philharmonie Tonight: Georg Solti conducts Berlin Philharmonic Orchestra and Berlin Radio Chorus in concert performance of Falstaff, with José van Dam in title role. Tomorrow: Alexander Lazarev conducts Bolshoy Orchestra in works by Rimsky-Korsakov, Glazunov and Tchaikovsky, Wed: Arditti Quartet plays works inspired by Hölderlin . Thurs, Fri evening, Sun morning: Solti conducts Beethoven's Second Symphony and Shostakovich's Fifth. Sat: Ivo Pogorelich piano recital. March 17: Pierre Boulez begins two weeks of concerts with BPO (2548 8232) Schauspielhaus Tonight: Heinz Wallberg conducts Berlin programme, with violin soloist

Symphony Orchestra in a Brahms Viktor Tretiakov. Tomorrow: Italian opera gala. Wed: Collegium Musicum Leipzig plays Mozart. Fri: Arturo Tamayo conducts Berlin Radio Symphony Orchestra in opening concert of Berlin Musik-Biennale. featuring works by Ligeti and Silvestrov. Sat evening, Sun afternoon, next Tues: Edith Wiens and Robert Gambill are soloists in Haydn's Seasons (2090 2156) Friedrichspalast Tonight Ute Lemper in concert (301 9999)

THEATRE Deutsches Theater Kammerspiele gives the German premiere of Howard Brenton's Berlin Bertie

on Wed, with a single preview tomorrow (2844 1226). Schiller Theater is preparing a new all-male production of Shakespeare's As You Like It, in a new German translation by Thomas Brasch, directed Katharina Thalbach. First night on Sat (312 6505). Theater des Westens has Cole Porter's musical Anything Goes, daily except Mon (3190 3193) Tickets and information for theatre, revues, concerts and nightclub shows available from City Center Theater und Konzertkasse, Kurfürstendamm 16 (tel 882 6563 fax 882 6567) and Theaterkasse Im Europa-Center

■ NEW YORK OPERA/DANCE

(tel 261 7051 fax 261 9286)

Metropolitan Opera Main event this week is premiere on Thurs of Elijah Moshinsky's new production of Ariadne auf Naxos. conducted by Ion Marin, designed by Michael Yeargan, with cast led by Jessye Norman, Thomas Moser, Susanne Mentzer. Ruth Ann Swenson (also March 16, 20, 23, 27, April 1, 8). Tonight: Die Zauberflöte, with Kathleen Battle, Peter Seiffert, Manfred Hemm. Tomorrow and Frt: La fanciulla del West with Ghena Dimitrova. Wed and Sat Cav and Pag with Teresa Stratas, Vladimir Atlantov (362 6000). City Center Merce Cunningham Dance Co. opens two-week season tomorrow (581 1212). March 16-28 at State Theater: Dance Theatre of Harlem (870 5570)

CONCERTS Carnegie Hall Tonight and tomorrow: Herbert Blomstedt conducts San Francisco Symphony Orchestra in works by Bruckner and Copland (tonight) and Debussy, Harbison,

Sibelius and Stravinsky (tomorrow). Thurs: Pierre Boulez conducts Cleveland Orchestra in Debussy, Bartok and lessiaen, with plano soloist Andras Schiff. Sun: James Levine conducts Aids benefit concert. March 16: Sawallisch conducts Philadelphia Orchestra, with piano soloist Maurizio Pollini. March 20: Christa Ludwig (247 7800)

Alice Tully Hall Tomorrow: Guarneri Quartet, with Bernard Greenhouse, Sun: Keith Jarrett (875 5050) Avery Fisher Hall Sun afternoon:

Pinchas Zukerman, accompanied by Marc Neikrug, plays violin sonatas by Bartok, Mozart and Fauré . March 20: June Anderson and Alfredo Kraus (875 5030)

THEATRE Putting It Together: a

celebration of Stephen Sondheim's music, with Julie Andrews. In previews (Manhattan Theatre Club at City Center, 131 West 55th St. 581 1212) Candida: one of Shaw's earliest plays. In previews (Roundabout, Broadway at 45th

St, 869 8400) Oleanna: David Mamet's powerful drama that stirs up ideologues (Orpheum, 126 Second Ave at 8th St, 307 4100) The Sisters Rosensweig:

Wendy Wasserstein's comedy

with serious undertones, newly transferred to Broadway. (Ethel Barrymore, 243 West 47th St.

JAZZ/CABARET

Blue Note Tonight: Ernie Krivda Jazz Sextet. Tomorrow till Sun: George Shearing Duo plus Jim Hall Trio, showtimes at 21.00 and 23.30. March 23-28: Cleo Laine and John Dankworth (131 West 3rd St. 475 8592) Carlyle Hotel Eartha Kitt is currently holding court (Madison Ave at 76th St, 744 1600)

**■ PARIS OPERA** 

Opéra Bastille Tomorrow and Fri: Myung-Whun Chung conducts Denis Krief's new production of Benvenuto Cellini, with Chris Merritt and Diana Montague (in repertory till March 31). Next Tues: revival of Faust with Francisco Araiza (4001 1616) Palais Garnier Sat: Peter Schneider conducts first of seven performances of Johannes Schaaf's production of Capriccio, with Felicity Lott, Anne Howells, Theo Adam and Wolfgang Schoene (4742 5371) Opéra Comique Wed, Thurs, Sun: Cyril Diederich conducts Robert Fortune's production of Mireille, with Maryse Castets and Michele Command alternating in title role. Runs till March 25 (4286 8883)

CONCERTS Châtelet Tonight: Hans Zender conducts Ensemble InterContemporain in works by Stockhausen, Debussy and Boesmans. Tomorrow: Diego Masson conducts Huber, Gesualdo and Dallapiccolla. Wed: Nikolai Demidenko piano recital

(4028 2840) Théatre des Champs-Elysees Tomorrow: Emmanuel Krivine conducts Orchestre National de Lvon in Berlioz, Mendelssohn. Jarrell and Ravel, with violin soloist Augustin Dumay. Thurs: David Zinman conducts Orchestre National de France in Glinka.

Prokofiev and Tchaikovsky, with violin soloist Gil Shaham. March 16: Evgeny Kissin (4720 3637) Salle Pleyel Wed, Thurs, Fri: Kurt Sanderling conducts Orchestre de Paris in Beethoven's Fourth Piano Concerto (Jean-Bernard Pommier) and Schubert's Ninth Symphony. Sat: Jacques Mercier conducts Orchestre National de l'Ile de France in Sibelius and Stravinsky, with violin soloist Leonidas Kavakos (4563 0796). Sat in Théâtre de la VIIIe: Sergei Edelman plano recital (4274 2277)

THEATRE

Jackets: Edward Bond's 1989 tragedy, set in 18th century imperial Japan and modern England, about youth being crushed by the imperatives of power. Till March 27 (Théâtre de la Ville 4274 2277)

JAZZ/CABARET

Lionel Hampton Jazz Club New Orleans jazz trumpeter Terence Blanchard and Quintet music from 22.30, daily till March 20 (Hotel Meridien Paris Etoile, 81 Boulevard Gouvion St Cyr, tel 4068 3042)

European Cable and Satellite Business TV (All times are Central European Time)

MONDAY TO THURSDAY Super Channel: European Business Today 0730; 2230

MONDAY Super Channel: West of Moscow 1230. Super Channel: Financial

WEDNESDAY Super Channel: Financial Times Reports 2130

Times Reports 0630

THUR\$DAY Sky News: Financial Times Reports 2030; 0130

FRIDAY Super Channel: European Business Today 0730; 2230 Sky News: Financial Times

Reports 0530

SATURDAY Super Channel: Financial Times Reports 0930 Sky News: West of

Moscow 1130; 2230 Super Channel: West of Moscow 1830

Super Channel: Financial Times Reports 1900 Sky News: West of Moscow 0230; 0530 Sky News: Financial Times Reports 1330; 2030

bina this year will join the world's top 10 traders, but it is finding this exclusive club not as welcoming as it might have expected.

The Chinese are being obliged to pay much more attention to trade sensitivities than ever before. Beijing's protracted negotiations on accession to the General Agree ment on Tariffs and Trade have provided a focus for the misgivings felt by China's main trading partners over the spectacular improvement in its export performance in the past

For the US, the European Community and Japan, the prospect of China as a world trade power that plays by its own rules is no longer distant. And it should be no surprise that they are all trying, perhaps belatedly, to ensure they are not disadvantaged as competition intensifies.

The challenge they face is writ large in their ballooning trade deficits with China: the US deficit in 1992 exceeded \$18bn, the EC's reached \$9.3bn. and Japan's was about \$5bn.

In response to growing restiveness among its main trad-ing partners, China has promised to send buying missions to the US and to Europe. Its officials have also been talking China up as a market for raw materials and equipment. They recently reiterated their forecast of projected imports worth \$350bn to \$400bn in the current 1991-1995 five-year plan.

Chinese officials have also been making much of the fact that the country's overall trade surplus was down sharply last year to \$4.4bn, compared with \$9bn in 1991. They expect it to shrink further this year.

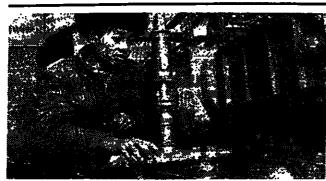
Western governments tend to view these Chinese statements and manoeuvres as little more than a smokescreen, and are maintaining pressure on Beijing to liberalise its trade regime and so enhance opportunities for foreign entry to the

In Beijing last week, Mr Douglas Newkirk, the assistant US trade representative, spelt out what he said were minimum conditions for China's accession to Gatt. These included: a single national trade policy common to all provinces and regions; full transparency of trade regulations (until recently trade was governed by a plethora of secret rules); the gradual removal of non-tariff barriers; a commitment to move to a full market economy; and acceptance of safeguards to protect Catt signatories from a possi-

# Long wait for entry

Tony Walker on western misgivings as China negotiates to join the Gatt

	\$bn		\$bn
1982	21,871	1987	39.542
1983	22.179	1988	47.542
1984	24,831	1989	51,628
1985	27.327	1990	60.920
1986	31.147	1991	70.292
1000		1992 (10 months to Oct)	62.139



Chinese advance: the quality of equipment has been improving

items, including machinery

and transport equipment - sectors where there has been

Exports of these items rose

by about 86 per cent in the first

nine months of 1992 compared

with the same period a year

earlier. They accounted for 16

per cent of total exports last

year, up sharply from only 6

China's trading partners

have not overlooked the fact

that investment is pouring into

export-generating industries.

In the first 10 months of 1992,

some \$37bn was committed to

new projects, the bulk located

in special economic zones in

coastal regions. This compares

with \$48bn of contracted direct

foreign investment for the pre-

vious 13 years of the "open

Chinese officials, who a few

months ago were predicting

that China's accession to Gatt

would be a formality, appear to

have been taken aback by

what they regard as an unhelp-

ful posture adopted by the

west. In last week's Gatt nego-

tiations, Beijing resisted US

pressure to agree to a safe-guards clause, which would

per cent in 1988

door" policy.

high foreign investment.

ble surge in Chinese exports. It is the latter concern, given China's enormous strides recently as an export power. that is weighing most heavily with the west. An EC official said in Beijing that the Community's principal requirement was a strong safeguards clause. and it was most unlikely to accept anything less.

According to the EC representative, in spite of China's claims to have embarked on a concerted process of trade liberalisation, barriers to entry to the China market abound. Many are derived from bureaucratic interference, such as the difficulties EC dairy products faced overcoming the sometimes arbitrarily applied health regulations.

A decade or so ago China ranked 20th among trading nations with exports of about \$21bn (see chart), which represented less than 1 per cent of world trade. Projected exports this year of \$100bn would account for more than 2.5 per cent of world trade.

The range and quality of its products are also showing marked improvement, with a continuing shift towards more sophisticated manufactured

tronic products. It also refused to embrace full market price reform as an eventual goal. Mr Newkirk charged that China had backed away from earlier commitments. The Chinese, for their part, accuse the

to impose quota restrictions on

items such as textiles and elec-

west, and the US in particular, of moving the goalposts in the Gatt negotiations.

Beijing is certain to have een disappointed by Mr Newkirk's comment that it was still a "long way" from fulfilling the requirements of Gatt accession. It would also not have been impressed by his observation that China's situation was unique because "Gatt was not written with a socialist market economy in mind". This, Mr Newkirk said, was why it was necessary to negotiate a "boutique protocol aimed exactly and uniquely at the Chinese

he Chinese, who are anxious to resolve the Gatt issue quickly to reduce bilateral trade ressures, say it is unfair to impose a special safeguards system on them when other recent signatories, such as several of the former eastern bloc states, have not been obliged to accept the same conditions.

On the eve of the resumption of the talks, Mr Li Zhongzhou, deputy director-general of China's powerful Department of International Trade and Economic Relations, told foreign diplomats that recent reforms had "brought China's trade regime into conformity with the requirements of Gatt"

He cited a long list of reforms, including reductions in import duties, a 7.3 per cent drop in the general level of tariffs by the removal of twothirds of products from the list of 53 still subject to import lic ensing, and steps towards abolishing about 75 per cent of China's non-tariff barriers.

"These commitments," Mr Li said, "represent a great challenge requiring domestic industries to make difficult policy adjustments in the face of stronger international competi-

"If these adjustments are reciprocated by greater market access for Chinese goods, our enterprises will manage to overcome the difficulties of adjustment," he added.

China's trading partners, however, burdened by yawning trade deficits, are not showing much sympathy for the teething problems that Chinese industry might encounter in the early stages of trade liber-

Hans van den Broek, the new EC commissioner for external political relations, talks to Lionel Barber and David Gardner

# A brief to build bridges

Broek is a man trying to carve out a new role. both for himself and the European Community. After 10 vears as Dutch foreign minister, he has come to Brussels to stake out what he sees as a growing role for the European Commission in framing a common foreign and security policy for Europe. His ambition is tempered by realism.

The backdrop to his new job as the European commissioner responsible for external political relations could hardly be more unfavourable. Europe is stuck in the worst recession since the second world war, feeding into a crisis of confidence caused by the delay of Denmark and the UK in ratifying the Maastricht treaty, the foundation text for the new EC foreign policy.

As if this were not enough, Mr Van den Broek is fighting for elbow room inside the Commission which has chosen to divide the foreign affairs portfolio between himself and Sir Leon Brittan. Sir Leon takes charge of trade, relations with industrialised countries and aid to eastern Europe. Since trade has until now been the substantive foreign business of the EC, the Brittan camp has been crowing about where the real power lies.

Van den Broek will do the hand-shaking; Leon will do the horse-trading," smirked one of Sir Leon's allies. Sitting in front of two Dutch

masters in his office last Friday, Mr Van den Broek, a patient man with a faintly clerical air, appeared relaxed about a job he insisted he had sought. True, he was still struggling with Sir Leon over the division of power and staff within the bureaucracy, which he described as a "constructive uphill fight". But he remained confident that he would secure "certain minimum tools" to do his iob.

Mr Van den Broek is clear there is a job to be done. After the collapse of communism in the east and amid doubts about the long-term military commitment of the US to Europe, the EC - until now a purely civil power - is moving hesitantly to fill the vacuum. "Maastricht is about coming to grips with

our international political role," he says. This means, in his view, enlarging the EC to bring in new members, starting with Austria, Finland, Sweden and Norway; involving eastern Europe immediately in consultations on the political future of the Continent; standing behind the Russian reform effort; and fashioning credible solutions to the conflict in former Yugoslavia, which Mr Van den Broek is convinced must

involve the US and Russia. Until Maastricht is ratified negotiations on enlargement form the backbone of Mr Van den Broek's job. Talks began last month with the Austrians, Swedes and Finns, with a view to accession in 1995. The Dutchman warned at the time that these negotiations would not be a walk-over. Public opinion in the Nordic countries remains suspicious of European integration, though this may change if the Danes approve Maastricht in a second

referendum in May. It remains EC policy that the newcomers cannot expect Denmark's special treaty opt-outs. We do feel we have to be strict on the conditions." But he stresses: "It is our ultimate conviction - though it is a choice to be made by the appli-cants - that membership is in our interest and theirs."

eastern Europe Mr Van den Broek is insistent that "we need to make clear that they belong to the fact of European construction". By this, the commissioner means that ways must be found to bind the former communist satellites into western Europe. until such time as their econo mies can withstand the rigours of full EC membership.

The idea is to expand trade, technology and market access to the east Europeans under the so-called EC association agreements. A second, still inchoate proposal is to hold joint political councils with a view to deciding matters of common interest.

The process of building bridges to the east is running at several speeds. Poland, Hungary and the Czech and Slovak republics are in the vanguard, followed by Romania, Bulgaria



Van den Broek: realistic

and Albania Eventually, Mr Van den Broek can foresee the Baltic republics coming aboard.

The commissioner believes that closer ties of this nature could act as a catalyst to closer economic integration between eastern and western Europe. But he is honest enough to admit that the EC has not been sufficiently generous with market access. "I sense a growing sentiment among member states that we have to make a

On Russia, Mr Van den Broek is much less categorical. The economy is struggling, yet amid the chaos there are still untapped western credit lines: "I am not convinced that financial transfers are the main problem." Instead, he calls for the whole international community to show unequivocal "solidarity" with Mr Boris

Yeltsin, the Russian president On March 26-27, Mr Van den Broek and a troika of EC foreign ministers will be in Moscow hoping to hear from Mr Yeltsin "what other means may be needed" to underpin economic and political reform. As a long-time Atlanticist -"Euro-Atlanticist", he corrects the Dutchman is convinced of the need for a full US role. The US remains, also for [us in] Europe, the natural coun-

terpart of Russia." It is not, therefore, surprising to learn that Mr Van den Brock has been quietly urging EC support for President Clin-

ton's Bosnian air-drop initia tive. This is part of a broader view that the US - and most likely Russia - must be involved in enforcing a political settlement in former Yugoslavia, if and when it comes. The problem in the past was that "the parties were led to believe that undertakings reached at the negotiating table would never be FI

Th

Mr Van den Broek presided over the purely European effort to broker peace in Yugoslavia when he chaired the EC's Council of Ministers in the second half of 1991. While loath to undervalue the EC's role as by far the largest donor of humanitarian aid, he acknowledges that "the Com-munity has often given the impression of division, notably when Germany pressured the 12 into premature recogni-

tion of Croatia in January 1992. He draws the comparison with the EC's swift and united response to the August 1991 coup attempt in Moscow. Here the Community had an old enemy in its sights, and reacted almost reflexively. Post-cold war, however, the Community was forced to deal with a resurgence of ethnic rivalries and nationalism in the east which in the west had largely been consigned to the past. The result was that France recalled its historic links with Serbia and Germany its ties with Croatia. The Franco-German axis which carries

the EC forward did not work. At the time, as the commis sioner acknowledges, he was bitterly at odds with Mr Hans-Dietrich Genscher, then Ger many's foreign minister. Mr Van den Broek now wonders whether "my colleague Mr Genscher would be as angry with me about my position [on recognition of Croatial as he was then".

The lesson he believes the EC should draw applies not only to Yugoslavia, but also to its post-cold war relationship with the fragmenting east of the Continent as a whole. "I do not dispute the right of selfdetermination for one moment. But are we also prepared to defend that recognition in the event of an appalling state of violence - the extent of which we could barely imagine?"

### INVITATION FOR INTERNATIONAL PUBLIC TENDER

CONCESSION OF DRINKING WATER AND SEWAGE DRAINAGE SERVICES CURRENTLY PROVIDED BY DIRECCION PROVINCIAL DE OBRAS SANITARIAS (DIPOS) [PROVINCIAL BOARD OF SANITARY WORKS] OF THE PROVINCE OF TUCUMAN

Law Nº 6071, Decree Ac. Nº 07/1 - 93; Decree Nº 288/3/93

FIRST STAGE

**OBJECT:** 

### **CALL FOR PREQUALIFICATION OF BIDDERS** INTERESTED IN THE CONCESSION.

**OPENING OF TENDERS** 

PLACE: HOUSE OF GOVERNMENT, White Hall, located at 90, 25 de Mayo St., 1st. Floor, City of San Miguel de Tucumán. REPUBLIC OF ARGENTINA.

DATE: April 19, 1993 (19.04.93) at 12.00 a.m.

VALUE OF BIDDING CONDITIONS: U.S. \$ 10,000.- (U.S. Dollar Ten Thousand).

SALE OF AND ENQUIRIES UPON BIDDING CONDITIONS: Bidding Conditions may be enquired upon or purchased as from February 18, 1993, (18.02.93) at the DIRECCION PROVINCIAL DE OBRAS SANITARIAS (DIPOS), Telephone 31-0162 Fax 31-0297, located at 129 Monteagudo St., in the City of San Miguel de Tucumán (Mail Code 4000), Republic of Argentina, or at the CASA DE TUCUMAN, located at 823 Bartolomé Mitre St., in the Federal Capital City of Buenos Aires, Republic of Argentina, Telephone: 40-4994 / 40-0655 - Fax 40-5185.

SUBMITTAL OF TENDERS: Bidders may submit their respective tenders at the DIRECCION PROVINCIAL DE OBRAS SANITARIAS (DIPOS), located at 129 Monteagudo St., in the City of San Miguel

### REPUBLIC OF ARGENTINA **PROVINCE OF TUCUMAN**

Ministry of Economy. Secretariat for Public Works and Services Dirección Provincial de Obras Sanitarias (DIPOS)

### LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

### Two sides to stories of oppressed Russians

From Mr Eugene M Inoancino.
Sir, The Financial Times is to be applauded for its editorial ("Russia's backyard", March 2). President Yeltsin's call for the United Nations to grant Russia "special powers" is simply a request for justification of Russian imperialism. Russia is not the solution but the problem in many of the conflicts in the former Soviet Union. In Moldova, for example, it is the Russian 14th army which induced the conflict among the various ethnic groups. It is the Russian 14th army which is now illegally dismembering this sovereign

While the FT expresses concern about treatment of the 5m ethnic Russians living outside Russia, it expresses no such concern about Russian treatment of a similar number of non-Russians living in Russia. While there are about 11m Russians in Ukraine (22 per cent of the population), almost 50 per cent of the schools are taught in the Russian language. But there are no Ukrainian-language schools for the 9m Ukrainians living in Russia (almost 1m in Moscow alone).

Yet Russia claims Russians in Ukraine need protection! The reaction of some of the newly independent nations toward Russians, if not defensible, is at least understandable. Many of the Russians came to these nations as conquerors and now expect to retain their privileged positions while refusing even to learn the local

Did the world expect France to continue the special privileges of German occupiers at the end of the second world war? The only differences are that the Russians occupied these nations longer and were more victous toward the native

Let us keep these issues in perspective and not be swayed by a new wave of propaganda manating from Moscow. Eugene M Iwanciw. Ukrainian National Associa-

400 North Capitol Street NW, Washington DC 20001

### |Maxwell pensioners deserve security without further delay

From Mr Kenneth Trench. Sir, Your report on the Serious Fraud Office's effectively stopping the select committee's investigation into the Maxwell pensions scandal ("Maxwell pensioners suffer setback". February 27) highlights the frustration and mental anguish the pensioners have been suffering for more than a year.

The slow process of criminal justice for the few is hampering moral justice for 20,000. The select committee chairman, Frank Field, says his inquiries will continue after relevant criminal proceedings have been completed. Best estimates are that the Maxwell trials will not even begin before

the end of next year. The Maxwell pensioners have claimed that the cause of protection of pension invest-ment under the Finance Services Act and lack of proper delegation of regulatory powers by the Department of Trade and Industry to the investment Management Regulatory Organisation. The report on IMRO's actions in relation to Maxwell pension funds was promised by the Securities and Investments Board to Maxwell

pensioners early last year.
Fortuitously for some, it was not produced until after the arrest of the Maxwells in June. The report immediately became sub judice, destroying at a stroke the pensioners opportunity to prove quickly their case for compensation. When the report finally sur-

faces for Mr Field's committee to resume its investigations it their dilemma is inadequate will be useless to many pen- | Purley CR8 3LR

sioners. By then several hundred will have died. The human dimension of the misery of the Maxwell pensioners makes this a City and political scandal that will not go away. With regulation as it now stands, it could be argued that anyone investing in a pen-

sion scheme should insure it

against fraud, as they would insure their home against fire. The government should act now to first give long-term security to the Maxwell victims and then quickly to implement change in an effort to give pensions back the image of security they once enjoyed. Kenneth Trench,

Maxwell Pensioners Action

Group, 12 Briar Hill,

### Sellafield discharge actually very small

From Mr J R S Guinness Sir, Bronwen Maddox reports ("Sellafield has second leak", February 26) that British Nuclear Fuels discharged more than seven times the usual weekly amount of radioactive iodine at the Sellafield nuclear site during the week ending

To the layman this would

this release on the most exposed member of the public living near the site is equivalent to that which would take place during a 15-minute flight

on a passenger aircraft.

The fact that we have such sophisticated measuring devices at Sellafield which can detect such minute amounts should, in itself, be reassuring appear to be a huge amount. to the public. Unfortunately, but the radioactive impact of detecting discharges which

result in such small dosages requires detailed analysis. That inevitably means a delay between the actual release and its detection. That is why there is a delay in the reporting of such incidents JRS Guinness

British Nuclear Fuels, Risley, Warrington, Cheshire WA3 6AS

### BR's pension obligation

From Mr Sean Hand Sir, I concur with your view "Pensions at Risk", March 3) that dilution of benefits will do nothing to enhance confidence in a pensions system which has suffered gravely from the activities of the late Robert Reviewing the government's proposals for railway pensions

after privatisation, I came across the following paragraph: "The government will need to be satisfied that the method of allocation of surplus assets strikes a fair balance between all interested parties, including contributing members, pensioners, deferred pension current and prospective employers, and the taxpayer who is contributing through | London EC2Y 5AE

the government support contributions."

any other sponsoring employer of an occupational pension fund would raise eyebrows even of those taking the broadest view of conflicts of interest.
It seems to me that the government is in a position comparable to that of an employer in such a scheme. Perhaps the most appropriate way to determine the distribution of surplus assets within the BR's pension fund is by the appoint ment of a truly independent

trustee body. Sean Hand pensions partner. Dibb Lupton Broomhead, 125 London Wall,

### Options for encouraging lower payouts A statement like this from

From Mr Christopher Huskins. Sir, Barry Riley ("The long view". February 27/28) is of course correct when he points out that British companies pay out too much dividend and retain insufficient funds for reinvestment.

The chancellor can mitigate this situation at no cost to the Treasury by increasing taxes on distributed profits and/or reducing taxes on profits retained for reinvestment. Christopher Haskins

Northern Foods. Beverley House St Stephen's Square Hull, HUI 3XG

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FINANCIAL TIMES

Number One Southwark Bridge, London SEI 9HL

Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Monday March 8 1993

had a 30 per cent share of world

trade in manufactures at the start

of the century. It now has less

than 9 per cent. Germany had 20

per cent then and has 20 per cent

now. In Prof Crafts' view, Ger-

many's success can be put down

to a policy of accumulating

long-term assets such as human

skills and research. UK manufac-

turers are hampered by short-term pressures from their shareholders.

The answer is to change company

law and make takeovers more dif

At this point one starts to feel uneasy. It is one thing to argue

that the long-term solution for British manufacturers is to estab-

lish a more stable and reciprocal

relationship with both capital and

labour, on the German and Japa

nese model. But the beneficial

effects of any changes in the law

would be uncertain, while they

Meanwhile, the government is

under pressure to help industry on

other familiar fronts, such as

export credits and advance corpo-

ration tax. On the first, it can be

argued that the chief point of

export credits is to help companies

do business in countries where

there is little security of payment. Shipping out goods without pay-

ment is not an export but a gift,

As for ACT, the system has

anomalies. But the simple answer is to pay less in dividends. This

brings us back to short-termism

and the need for a more stable

relationship between companies

and shareholders. But this is a

matter best hammered out

Manufacturing is not self-evi-

dently more important than all

other activities. It is just more enfeebled because it is more inter-

nationally exposed. Salvation does

not lie in schemes in favour of

manufacturing as a whole, still

less in favour of particular indus-

tries. The answer lies partly in government policies that improve

the performance of the UK econ-

omy. But it also lies in the hands

of British industrialists. If the Jap-

anese can make internationally

competitive products in the UK,

why do their British equivalents

between the parties themselves.

however financed.

would impose substantial costs.

International exposure

# واجلًا رم مري

external Gardner

MARCH 3 1993

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The pleas for manufacturing an den Brook presses he pareny European ) broker tesses in Yes when he chaired the

THE PRIME minister has said economic historian at Warwick manufacturing matters and who University, points out that the UK could possibly disagree? But to leap from that proposition to the belief that manufacturing is more real and reliable than other forms of activity is heroic; to leap to the view that manufacturing should be specially favoured by government could prove disastrous.

People who believe that only manufacturing is economically important need to wander about the industrial graveyards of east-ern Europe and the former Soviet Union. People who believe that manufacturing must generate increased employment in the UK need only look at the statistics for virtually all developed economies, including Japan. It is rather more relevant that UK manufacturing output last year was just 1 per cent higher than in 1973. This does seem to be saying something, especially when the economy grew by more than a third over the period and Britain went into deficit on manufactured goods a

In the long run an advanced country cannot increase its indebtedness to the rest of the world without limit. So demand for and supply of tradeable goods and services need to be roughly equal over the long rum. Since manufacturing is the preponderant tradeable element in the economy, its poor performance must say something about the prospects for long-term economic growth.

Before deciding what needs to be done, however, one needs to understand why manufacturing has grown so little. The most plausible explanation is that deep-seated weaknesses of the economy show up in parts of the economy most exposed to international competition. If so, the weakness of manufacturing is not a cause of the UK's economic problems, but rather a symptom.

Iwo time scales

Possible remedies can be viewed on two different time scales. The worsening position in the 1980s can, for example, be attributed to specific mistakes in economic policy: too high an exchange rate, and too much stimulus to demand. The short-term corrective - a massive real depreciation of sterling - has already been applied. There may be more to it than

ments concerned would proceed if

an eventual Sino-British agree-

that. Professor Nick Crafts, an find this so difficult?

The stakes in

Hong Kong WITH LONDON and Beijing apparently preparing to resume talks on Hong Kong and the governor calling for a "spirit of realism" about them, the people of the colony might be getting a familiar feeling; that their future is about to be decided without their participation. Mr Chris Patten may vow that the Legislative Council (LegCo) will never be a rubber stamp for the executive, but it is difficult to see how the govern-

ment were rejected by LegCo. Nevertheless, the conciliatory noises emanating from both sides which bolsters confidence. do not necessarily presage the end of Mr Patten's proposals for politi-cal development. China's blanket opposition to them last October has now been replaced by a will-ingness to talk. Even if that is in essence a delaying tactic, it also represents an acknowledgement that its propaganda campaign against the governor has failed. Support in London remains solid, and the community in Hong Kong is still broadly behind him. Moreover, Mr Patten's proposals have brought a deepening of political debate within Hong Kong. The colony's politicians have assumed a greater responsibility for its future, and this will be hard for the future sovereign power to ignore. China has consistently maintained that the future of Hong Kong is a matter for talks with Britain, not with the Hong Kong government and certainly not with LegCo. But it would now have to hesitate before insisting on a solution which ignored Leg-

Co's express wishes. Differing views

As it will be in charge in a little over four years, China stands to gain from satisfactory resolution of this problem - in effect, a test of the "one country, two systems" approach which Mr Deng Xiaoping devised as the means to re-absorb lost territories. There can be little real confidence in Hong Kong's economic future if Beijing does not allow it to develop a system of its own, within the framework already agreed between Britain

Clearly there are differing views within the Chinese government about how to handle the present dispute. While systematically support.

attempting to undermine the governor, the Hong Kong and Macao Affairs Office of the State Council is participating in an investment venture which will give it a direct stake in maintaining the confidence of financial markets. In 1992 alone, China is estimated to have invested US\$20bn in Hong Kong. Planned listings of Chinese companies on the Hong Kong stock market indicate a central role for the territory in China's development. With its stake in Hong Kong's future growing, Beijing has an interest in obtaining a solution of the present dispute

Room for compromise Despite the apparent gulf between London and Beijing on political development, there is scope for a compromise which could satisfy both sides, combining convergence with the post-1997 Basic Law and greater democratic representation. This must be the goal of any talks. Such a compromise would greatly bolster confidence and would probably meet one of Mr Patten's key principles - that the solution be acceptable to the people of Hong Kong. He has said from the start that the Hong Kong community's desire for more democracy was balanced by a desire for convergence with the Basic Law, and that China's opinions had to be taken into

Since it would be silly to squander the opportunity for talks by precipitate action, the current delay in putting Mr Patten's pro-gramme to LegCo is not important. But LegCo must eventually be allowed to debate amended proposals, or the current ones if there

are no Sino-British talks. The fact that the possibility for compromise exists does not, of course, mean that there will be one. China has got virtually everything it wanted out of talks with Britain on Hong Kong. But regardless of the finer points of negotiation, Mr Patten's open approach has forced greater recognition of the realities of Hong Kong's future and has drawn Hong Kong more into the process of developing its own "system". It is good for the long-term interests of Hong Kong - and therefore, ultimately, of China. He deserves continuing

elcome to the Bill and Andy Show,' says Bill Gates, chairman of Microsoft, as he mounts a stage with Andrew Grove, chief executive and president of Intel, to introduce the latest product of their companies' joint efforts to bring video pictures to the personal computer screen.

Lately, the "Bill and Andy Show" has become the most closely watched act on the information technology stage as Intel and Microsoft assume the role of industry leaders against a backdrop of rapidly shifting technology trends.

Long the dominant suppliers of microprocessors and personal computer software - the "brains" inside the personal computer and the programs that control its functions - Intel and Microsoft have emerged over the past couple of years as the most powerful companies in the computer industry.

Not since the heyday of International Business Machines has there been such a concentration of power in the sector. Just as "Big Blue" was unassailable in the 1970s and early 1960s, now Intel and Microsoft appear unbeatable. Each company commands its field - Intel as the world's largest chipmaker and Microsoft as by far the biggest supplier of PC software. However, as the West Coast duo

Intel of California and Microsoft of Washington state - prepare to expand their territory beyond the PC market with the introduction of more powerful chips and software for higher-performance computers, their strength is about to be put to the test. Both aim to use their mastery of the PC market to dominate the next phase of computing technology as microprocessor chips become the building blocks for more powerful "servers" - computers that feed information to net-

worked PCs. The microprocessor chip has destroyed the oligopoly of the mainframe and minicomputer makers," says Andrew Grove. Invented over 20 years ago by Intel, this miniature information processor has replaced custom-designed processing units and facilitated the mass production of personal computers. Microprocessors have now become so powerful that they rival the performance of minicomputers and mainframes, the traditional workhorses of informa-

tion processing technology. The model of the 'old' computer industry has been broken by the microprocessor," says Mike Maples, executive vice president of Microsoft. "In the past, the manufacture of computers, the creation of software and support services were all provided by a few tightly integrated companies such as IBM and Digital Equipment.'

This structure is being "bulldozed" by the advent of low-cost computers based on microprocessors, says Grove. The "new" computer industry is becoming increasingly segmented into hardware, semiconductor, software and service specialists.

IBM's financial problems demonstrate the impact of this shift in the balance of power. In January, it reported net losses of almost \$5bn for 1992 and it is rapidly sizing". It plans to cut 25,000 jobs this year after reducing its workforce by more than 40,000 last year.

The same technology and market forces that have blown IBM off course have benefited Intel and Microsoft. Intel's 1992 sales rose 22 per cent to \$5.84bn and net profits were up 30 per cent at \$1.07bn. For fiscal 1992 ending in June, Microsoft recorded a 50 per cent jump in revenues to \$2.8bn, while net income rose 53 per cent to \$708m. Microsoft and Intel are dwarfed

by IBM's revenues - \$64bn in 1992 - but they have become the "keepers of the flame, the keepers of industry standards", says Roger McNamee, of Integral Capital Partners, an investment partnership. Computer users now look to them, rather than to IBM, to map out the future of information technology. "Microsoft's products are at the forefront of most customers' long-term computer systems strate-gies," says Mort Rosenthal, chair-

Microsoft and Intel are seeking to reinforce their dominance in information technology, says Louise Kehoe

# The hottest act in town

man of Corporate Software, a US distributor of software.

But doing business with Microsoft "is like water-skiing behind the Queen Mary," he says. "When you do business with Microsoft you do business their way."

Similarly, computer manufactur-ers are forced to follow Intel's lead. As the sole supplier of leading-edge microprocessors, Intel can dictate when new computers are introduced by its customers. In a recent confidential letter to customers Intel even specified the prices that it expects them to set for the next generation of PCs.

If Intel's customers are unhappy they are not saying so publicly. Competitors, however, are less reticent. Intel has built an "Illicit monopoly" in the microprocessor market, says W J Sanders III, chairman and chief executive of Advanced Micro Devices, a semiconductor rival that has engaged in a legal feud with Intel over rights to microprocessor technology.

Microsoft has also been accused of abusing its power. In particular, competitors charge that its use of "per-processor" licensing arrange-ments for PC software restricts competition. Under these arrangements, Microsoft gives discounts to PC makers who agree to pay a licensing fee for every PC they sell. This makes it difficult for competitors to persuade PC makers to offer alternative operating systems.

-8.0

100 \$ per share

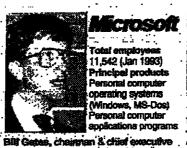
uch complaints have drawn the attention of the US Federal Trade Commission, which recently completed anti-trust investigations of both companies. The outcomes of these investigations have yet to be determined. However, the FTC is not expected to take action against Intel and the commission last month split over whether to seek an injunction against Microsoft.

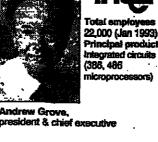
Even if the FTC does nothing, the dominance of Intel and Microsoft will remain a controversial issue in the computer industry. Steve Jobs, chairman of Next Computer and the former chairman of Apple Com-puter, has publicly called for the break-up of Microsoft. He fears the company's control over the software market discourages innovation and limits competition.

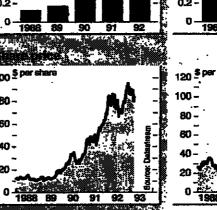
Microsoft maintains that complaints by rivals are just "sour grapes". "Leading an industry does not mean that you win popularity contests," says Maples, who spent 23 years at IBM before joining Microsoft. He says that Microsoft has become the industry's latest whipping boy, just as IBM was. Despite such comparisons with

IBM, Microsoft and Intel claim they have no ambitions to become industrial giants. "We are a maker of building blocks," says Grove of Intel. The company will continue to concentrate primarily on manufac-turing chips and PC add-on circuit boards, he says. Microsoft also aims to remain focused on its "core competences" - developing and selling software that makes computers easier to use. "We have avoided getting into the hardware business says Maples, adding that Microsoft is deliberately limiting its rate of growth. "It is not that there aren't plenty of opportunities, but you can get fat and lazy" he explains.

Intel and Microsoft nonetheless have plans to expand their markets with important products that will be launched shortly. These are: Microsoft and Intel: a dynamic due







• Pentium: This month Intel will unveil its fifth-generation microprocessor. At least twice as powerful as the Intel486, the current top-selling microprocessor, Pentium is intended to power a new generation of high-performance desktop computers and PC network servers. Now expected in May, Microsoft's NT will combine the features of the

popular "Windows" program that enables PC functions to be selected by a pointing device with advanced capabilities such as "multi-tasking" the performance of several tasks simultaneously. The combination means it should be possible, for example, to search through a data-

base while writing a document.

Intel and Microsoft aim to cement their industry leadership with these new products. But while industry analysts have high expectations for both Windows NT and Pentium. there are significant hurdles.

For NT, success depends on breaking into a market in which Microsoft has little experience. Whereas its current products are aimed at individual PC users, NT is designed for critical applications within industry such as management of corporate databases.

"If somebody's PC word-processing program stops working, it is a

big inconvenience to that person. But if a bank's transaction register fails, millions of dollars may be lost. Microsoft has no experience in supporting such customers," says Mr Bill Bluestein, senior market analyst at Forrester Research, a market research and consulting group.

Windows NT may also face competition from Unix, the widelyused operating system developed by AT&T and recently acquired by Novell, one of Microsoft's few serious rivals.

Unix supporters dismiss NT as an unknown entity. "NT is like a blind date - you don't know what she is going to look like until she turns up at the door," says Scott McNealy, chairman and chief executive of Sun Microsystems.

intel's Pentium faces fewer obstacles, but it is not without competition, some of it created by Windows NT. The new Microsoft program will be able to run on microprocessors from Intel's rivals such as Digital Equipment and Intergraph. However, these companies pose little threat to Intel's dominance in the PC market because they do not have the production capacity to make the millions of microprocessors that the PC industry consumes

More challenging are rivals such

as AMD that are producing similar versions of Intel's existing products. Already, AMD has claimed more than 50 per cent of the market for 386s, the third generation of Intel

microprocessors. The almost simultaneous introduction of Pentium and Windows NT "is a total coincidence" says Paul Maritz, Microsoft senior vice president. But the two companies did work closely in the development

of the products. Such collaboration has been common since Intel and Microsoft were chosen by IBM to supply microprocessors and software for its original PC more than 10 years ago.

"We have a very large area of common interest. We co-operate very well and our technical people spend a lot of time together," says Maples. "Both companies have a vested interest in the structure of the industry as it exists today. adds Maritz, who worked for five years at Intel before joining Microsoft. "We are both motivated to ensure that it keeps growing."

o this end, they are jointly proposing an industry standard for video display technology which allows the trans mission of moving pictures on com-

puter screens. Yet both Microsoft and Intel have other partners. "The success of Microsoft can't be tied to the success of Intel," Maples says. "If either one of us drops the ball there are others ready to pick it up,'

agrees Grove.

The partnership is expected to face increasing pressure. "The alliance between Microsoft and Intel is a marriage of convenience," says Roger McNamee. "It has been rewarding to both companies, but the opportunities for Microsoft's interests to diverge from those of Intel are increasing with the introduction of Windows NT. As the focus moves from stand-alone desktop PCs to networks, pressure is mounting for Microsoft to make its systems compatible with multiple [microprocessor] platforms."

Both Intel and Microsoft may also prove vulnerable to the next "technology shift"; the introduction of a radically new technology.

"That is the great danger. We think about it a lot," acknowledges Maritz. One such shift which concerns Microsoft and Intel is the emergence of pocket-sized "personal communicators", devices that com-bine a PC, a telephone and a facsimile machine in a hand-held device. "The benefits of compatibility

with existing PC standards are not clear in this emerging market," says McNamee. Intel and Microsoft could be followers, rather than leaders, in what many industry analysts are predicting will become a multibillion dollar market. Another threat could be "object

oriented technology"; a method of streamlining the lengthy process of writing new software application programs. James Cannavino, IBM nior vice president, predicts that "objects" will sharply increase the productivity of programmers. IBM is in the forefront of this technology through a joint venture with Apple Computer, called Taligent. But Maritz dismisses IBM's claims. "Objectoriented technology is the software industry equivalent of Ingredient X' in soap powder," he says.

IBM is also working with Apple and Motorola, the number two US chip maker, on a range of microprocessors that could dislodge Intel's power in the PC sector. But Grove doesn't give the IBM alliance much chance of beating Intel in the microprocessor market. "They are building a new railroad to a different gauge," he says. The value of existing "rolling stock", or software in the computer world, is a big disincentive to change.

Yet the history of the computer industry suggests that technological change will overtake today's indus-try stars. While "Bill and Andy" hold centre stage in today's IT show, the lead roles have yet to be cast in the next act of this industry drama. There are plenty of emerging players and established acts waiting in the wings for an opportunity to upstage them.

### **OBSERVER**

### A yen for altruism

■ The last country either Bill Clinton or Borls Yeltsin probably thinks deserves a good turn from them at the moment is Japan. The US president thinks it should bring down its trade surplus. His Russian counterpart thinks it ought to be less tight-fisted with aid.

So it is a testimony to their altruism that they should be combining to thrust their own nations' money into Japanese pockets at their summit meeting in Vancouver next month - unless their supposedly omniscient advisers have made a boob. In choosing the Pan-Pacific Hotel

as the summit's venue they perhaps didn't twig that, like several more of Vancouver's top hostelries, it is owned by a Japanese group, in this case the Tokyu conglomerate.

Still, all may be forgiven once the two presidents arrive. The hotel sits atop Canada Place, the waterfront convention centre whose giant Teflon sails bear a passing resemblance to the Sydney Opera House. The views over Burrard Inlet and the snow-capped mountains beyond are superb.

The Pan-Pacific is especially proud of its kitchen. Its executive chef was a member of the Canadian team which won last year's Culinary Olympics in Frankfurt. Almost as distinguished is one of the sous-chefs, Enrico Balestra, a

former opera singer who provides the entertainment at an "Italian Opera Buffet" in one of the restaurants each Friday night. Clinton and Yeltsin will be spared that treat, however, as the summit doesn't start until the Saturday.

Nipped in the bud ■ What's blighting Britain's budding bankers? Passes in the customer services section of their chartered institute's exams last

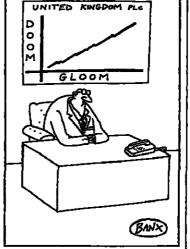
May came out at a miserable 22

per cent of entrants, despite

instructions to markers to look more for good than bad points. Gobbledegooked answers is the main culprit, suggests the relevant chief examiner Richard Hands, who evidently sees the said lack of clarity as more than an academic problem. "Many complaints concerning bank services stem from a failure to provide an adequate explanation to the customer." he

writes in the institute's journal. But lack of empathy is also at fault, to judge by his hints for future candidates. It is scarcely fitting for bank staff to try to interest newly jobless customers in long-term investments such as pensions, for instance, or to advise them to put part of their redundancy money towards repaying "an existing affordable mortgage".

Particularly not a bank mortgage, one assumes. Oh...and candidates should not be misled by textbook references



to the average margin on personal lending being between 3 and 6 per cent. "Such generalisations no longer work," says Hands. Personal loans currently carry APRs in the order of 20 per cent against a base rate of, say, 7 per cent. Unauthorised borrowing can be charged at 30 per cent or more!" The exclamation mark, by the way, is his.

### Catch phrase

■ However anxious anyone may be to flatter Italian business contacts nowadays, it would be as well to avoid referring to them

as VIPs. With the anti-corruption clampdown in their country, the acronym has come to stand not so much for "very important person", as for visto in prigione or "seen in prison."

### Time check

■ Race against the clock. That is the message of new statistics for hurried drivers using London's notorious M25 motorway. The Automobile Association says that of the 403 serious delays on the orbital road last year, the majority were on the clockwise carriageway.

Mind you, the benefit of travelling

in the other direction is scarcely compelling. The clockwise ring had 206 hold-ups, one for every 1,017 yards of its 119 miles. The opposite carriageway had 197, one for every 1.063 yards or, in terms of delay-free distance, an extra 139ft 4in.

### Obverse side

■ Premier Major's new found concern that honours should go only to those who patently deserve them is shared by many South Americans, Having noted Argentinian president Carlos Menem's decoration of Chile's Augusto Pinochet, they are puzzled by what the Chilean general has done to merit the award.

After all, Pinochet is most memorably linked with Argentina as Chile's president when the two countries almost went to war over territorial disputes in the 1970s. Moreover, he has scarcely earned democrats' plaudits in later years. Before stepping down as dictator. he ensured he would stay probably the only head of a country's armed

forces who is not even nominally under presidential control. As such, he has been a constant thorn in the flesh of his democratically elected successor Patricio Aylwin. But that perhaps solves the puzzle, for when Chile's present president handed a gong to the former Argentinian president Raúl

Alfonsin, the recipient's main political enemy Carlos Menem was sore miffed. So the latest award may be less to honour Pinochet than to spite Aylwin.

### Translated

■ Although their hearts swelled with pride, the cricket-loving British accountants visiting the test match in India could hardly helieve their ears.

As representatives of CIMA. the 33,000-strong Chartered Institute of Management Accountants, they knew that its Indian membership was only about 250. But as they took their seats, with the home eleven already out on the field, the whole arena rose and began shouting "CIMA ... CIMA ...

Then the penny dropped. Not wanting a spinner to open the bowling, the crowd was demanding Van Miert plan threatens EC support for ailing west European industry

# Italy's steel subsidy in jeopardy

By Andrew Hill in Brussels

MR Karel van Miert, European Community competition commissioner, is to press his demands today to outlaw L650bn (£286m) of state subsidies to Ilva. Italy's lossmaking state steel company.
But some of his colleagues fear such an action could provoke a political backlash from the Ital-

ian authorities and threaten EC plans to support the ailing west European steel industry. Senior aides to the 17 commis-

sioners will today discuss whether Mr Van Miert's proposals should be put on the agenda at tomorrow's full meeting of the European Commission.

Barclays'

chief will

dilute his

By John Gapper, Banking Correspondent, in London

MR Andrew Buxton, chairman

and chief executive of Barclays

Bank, one of the largest in the

UK, yesterday responded to

investors' criticism of the bank's top management by promising that "a significant part" of his

responsibilities would be passed

to a new senior executive this

year. Mr Buxton, whose bank last

week reported a £242m (\$344m) pre-tax loss and halved its final

dividend, acknowledged that he bore a share of the blame for a

rapid growth in property and

construction lending in the late

1980s which contributed to bad

debt provisions of £2.5bn for 1992.

accepted that shareholders had

worries about Barclays' manage-

ment, but believed these were not

overwhelming.
"I acknowledge that some

shareholders are concerned, but I

have not got the impression that

they want to fire the whole of the

Mr Buxton's remarks follow

expressions of discontent from

fund managers holding about 15

per cent of the bank's shares over the quality of its management.

Some investors believe that Mr

Buxton, who was appointed man-

aging director of the bank in May

Mr Buxton, who was appointed

chairman in January, said the

bank was considering appointing

who did not take a significant part of my responsibilities away

from me," said Mr Buxton, who is

to hold a series of meetings with

large shareholders over the next

1988, should resign.

management team," he said.

He told the Financial Times he

powers

At a special council of EC industry ministers 10 days ago Italy's Mr Giuseppe Guarino said Rome would oppose the Community-wide steel plan if the Commission did not back Ilva's L650bn recapitalisation. An Italian diplomat warned that outlawing the aid package "could deto-nate a bigger problem".

Some Commission officials have serious doubts about the timing of the commissioner's move. One official said last week he thought discussion of the move would be deferred so as not to interfere with deliberations on the overall steel rescue plan. But Mr Van Miert, who has

made clear that EC state aid

rules will not be relaxed for the steel industry, seems determined to call the bluff of the Italian authorities. He wants Rome to recover L350bn already paid to the lossmaking steelmaker in the form of a capital increase, and freeze plans to pay a second

Italy has written to the commissioner urging him to delay a decision on the subsidies until the Italian authorities have prepared a new restructuring plan. This scheme, which Ilva says will be submitted by the end of next month, will take into account the first impressions of Mr Hayao Nakamura, the group's new Japanese managing director.

age a damaging race by EC gov-ernments to subsidise their national industries.

He believes Brussels should renew pressure on the Spanish government, which is seeking approval for a controversial aid package for its steel industry. He has been deterred from submitting formal proposals on Spanish

steel, to avoid provoking Madrid. This is not the first time Rome has tried to delay an EC decision on subsidies. Last July Mr Guarino wrote to Mr Van Miert's predecessor, Sir Leon Brittan, urging him. unsuccessfully, not to start a formal investigation into the state aid programme.

### Tokyo may adopt new approach to trade

By Charles Leadbeater

JAPAN plans to adopt a new approach to trade policy with the US, based on the application of formal rules and procedures for settling trade disputes rather than political negotiation, according to Japan's top trade negotiator.

Mr Noborn Hatakeyama said Japan wanted a rule-governed approach, to eliminate emotion and politics in settling trade disputes. "We have given a lot of consideration to US industry; we accepted their request to come up with an import goal for semiconductors. From now on, we want a trade policy governed by rules set by Gatt. That will eliminate the emotional aspects of the game and help to prevent trade frictions spilling over to affect other aspects of our relations."

Gatt would play a central role in setting the standards for the policy. Mr Hatakeyama added. Trade pacts would have to be Gatt-compatible and more trade complaints would be referred to Gatt for adjudication, he indicated. The policy had been developing since the decision last year to appeal to Gatt over the EC's anti-dumping action against Japanese electronics, he said. Japan had a strong track record of

upholding Gatt accords. It led the way on reducing tarlffs on manufactured goods and its average import tariff was 2.5 per cent, against 5.6 per cent for the EC and 5.5 per cent for the US. Japan had last year been rebuffed by the EC and the US when it had tried to contribute to Gatt talks to reduce agricultural subsidies. Japan would take a more active approach to the stalled Uruguay Round.

"People said we were hiding behind the US and the EC, but whenever we tried to negotiate they asked us to wait until they were ready. We were too ready to accept that rejection. Next time we will be more disciplined and make sure we come first."

Kanemaru quizzed, Page 6



likely to be reduced this year, but only as part of a "realignment" of the new annual dividend of 15.15p. He said the bank was convinced that the new level of its annual dividend, cut by 28 per

either an outsider or one of its cent from 21.15p, was sustainable. existing senior executives to a Although most institutions new senior post. This might not carry the title of chief executive, appear to favour the bank bringing in a new chief executive from but whoever was appointed outside, there has been concern would have to be seen clearly to that the appointment of an outbe taking over broad responsibilisider could lead to senior figures such as Sir Peter Middleton, the "There is no point in bringing deputy chairman, leaving because their responsibilities someone in from outside, or would be reduced. appointing someone from within,

Mr Buxton said he was "working closely" with Sir Peter and Mr Alastair Robinson, the head of the banking division and an executive vice-chairman, to ensure that no member of the

danger of losing executives such as Mr David Band, chief executive at BZW, Barclay's investment banking arm. "That is not my impression of their mood. If I suddenly jumped something on them without consulting them. I am sure they would be extremely upset, but I am not going to do that," he said.

He added that bad debts from the 1980s should not overshadow team has performed pretty well if constructive and good for share-

Called to account, Page 16

### THE LEX COLUMN Advance credit

In its determination to act independently, the Bundesbank is toying with the markets' emotions. The failure to cut official rates on Thursday distanced the German central bank from the G7 meeting, and reflected caution about stubborn domestic inflation. Friday's easing of money market rates indicated justified concern about rapidly falling domestic output, as this week's appalling results from the German chemical giants will confirm.

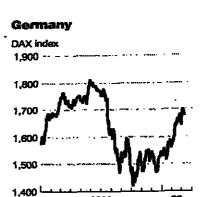
To be fair to the Bundesbank, conflicting economic signals and demands of other EC members mean that it has had to tread a very careful path. It is also keen to squeeze a credible fiscal package from Chancellor Kohl and the Länder. Fortunately, there are signs that inflation is being squeezed. Bank workers have accepted a 3.3 per cent wage settlement, and companies seem finally to understand the need to cut costs. The much-heralded secular decline in interest rates may soon be

under way.

If short rates are about to fall, one might expect bond yields and equities to follow. However, at 6.5 per cent bond yields are already 2 per cent lower than those on bank deposits, so there is very limited room for further falls. In the past German equities have not rallied until short rates fell below bond yields. This time, however, foreign buyers have stepped in to anticipate the rise. That may be premature given Germany's deep-seated economic problems. Exports might possibly provide higher earnings if overseas growth ignites. But the bias towards late cycle heavy capital goods in the German market tells against it.

One of the clearest beneficiaries of sterling's devaluation has been the UK's threadbare textiles industry. Having long been worn down by the heavy pound, the industry's competitive outlook was transformed by Black Wednesday. The market has been quick to appreciate the benefits. Textile company shares have shot up by 40 per cent since then and stand at a 25 per cent premium to the market. Having moved so far so fast, the

textile sector is beginning to slow down. A two-way pull is now developing. It is easy to put together a scenario suggesting there should be further gains as the UK recovery gathers pace. A sustained upturn in consumer demand would allow retailers to pass on imported inflation permitting an



easing of pricing pressures on domestic suppliers. Margins would recover even if volumes did not rise that sharply. Higher exports and translation of overseas sales would further flatter earnings.

The trouble is that the market is already taking this as read. The four leading textiles companies are trading on fat premiums. They account for almost three-quarters of the sector's 13.4bn capitalisation with few undervalued second line companies to chase. Overseas earnings may also prove elusive if, as Courtaulds Textiles suggested last week, continental European retailers continue their severe destocking. Investors may be loath to abandon a cyclical sector at this stage in the game but there are few temptations to buy.

### UK accounting

The definition of company earnings proposed by the Institute of Investment Management and Research last week is unlikely to limit the confusion caused by the new UK accounting standards. Its calculation of "headline" earnings differs from alternatives favoured by City firms. The IIMR includes major restructuring costs in headline earnings, for example, even though such costs are unlikely to recur. The definition favoured by BZW excludes such costs on the grounds that the expenditure is something akin to a one-off capital item.

In many cases either approach will come up with the same result. But without consensus on such issues investors will be confronted by a plethora of conflicting earnings figures, notably in cases where companies are in a period of change and consistency matters most. It would be

into line. That said, the idea of requiring companies to disclose IIMR earnings as a condition of listing could be counter-productive.

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Companies are already required to disclose earnings according to FRS 3; the new accounting standard which virtually abolishes extraordinary items. The standard also allows companies to present an earnings figure of their own. An institutionalised IIMR earnings figure would add a third "official" measure. The Accounting Standards Board is right to argue that no single measure of company performance is adequate. But three alternative earnings figures - with varia-tions put forward by City firms - can hardly be what it had in mind.

### Estate agents

When like Gadarene swine, financial services companies rushed into estate agency businesses in the late 1980s, the widely held view ran: nice theory, shame about the timing. Urged on by the demons of deregulation, insurance companies and mortgage lenders alike viewed estate agencies as useful distribution channels for related financial services products. But the theory remained unproven as the recession wrecked the experiment.

However, the incipient recovery in the housing market is reviving the argument. Hambro Countrywide and Royal Insurance continue to believe in estate agencies as effective distribu-tion vehicles. Having survived the worst, such businesses should now reap the rewards. Estate agencies should return to profit as housing transactions pick up. A 10 per cent rise in volume would transform their economics. Some optimists even suggest a 25 per cent increase this year. Any recovery in house prices would be an added bonus.

On this basis Abbey National would have done better to wait before putting its chain on the market. But there would be no guarantee of a higher price down the road. The industry's barriers to entry remain low. Any revival in the housing business will see the competition multiply in a way that may hurt the big chains. Successful estate agencies tend to be entrepreneurial free-wheeling enterprises. That fits badly with the centralised mentality of financial service organisations. The Prudential concluded that the contradictions were too great and abandoned the whole attempt. Its early retreat was certainly expensive. helpful if one side or other could fall It may end up looking prudent.

# BT to seek approval for services in US

By Alan Cane in London

BRITISH TELECOM is planning this week to apply to the US reg-ulatory authorities for permission to operate domestic and international telephone services

If approval is given, it will clear the way for BT to become the first international telecommunications "one-stop shop", offering multinational customers a broad range of voice, data and video services between the US

The application is expected to

face stiff opposition from BT's US competitors, AT&T, Sprint and MCI, who are likely to argue that US carriers do not enjoy a similar freedom to operate in the UK, according to the journal CommunicationsWeek International

in an analysis published today. The outcome of BT's applica-tion will therefore depend on discussions over reciprocal market access between the US Federal Communications Commission and Britain's Department of Trade and Industry. Talks between the two agencies have been going on for some time but the outcome remains unclear.

The advantage to customers of one-stop shopping for international telecommunications lies in dealing with a single organisation for network management and billing, in contrast to the multiple regulatory and billing organisations a company has to deal with now. BT's large customers could expect substantial discounts on their telecommunications bills as a result, Mr Bond

BT's request for a common carrier licence in the US is a key part of its plans to be one of a

handful of global "supercartiers" by 2000. Access to the US market is essential to the success of its billion dollar-plus plan to build a global network offering multinational customers a wide range of services including the transmission of data and image made pos-

sible by new technology.

Codenamed "Cyclone" within the organisation, the BT plan involves the establishment of new switching centres in some 20 international cities to handle the volume of traffic. For this it will authorities in each country.

### (Netherlands) B.V. Development Bank U.S. \$250,000,000 5% Notes due October 1995 U.S. \$300,000,000 6.125% Bonds due 1997 an Brothers Internationa

As these transactions demonstrate, issuing debt successfully in today's global marketplace depends on the experience of your partner in local markets, world-wide. Now, more than ever before, issuers and investors alike face growing uncertainty in fixed income markets. The sheer volume and complexity of offerings, added to daily fluctuations in currencies, intensifies the need for comprehensive and timely data and market intelligence: the kind we provide to our clients across the continent and around the world.

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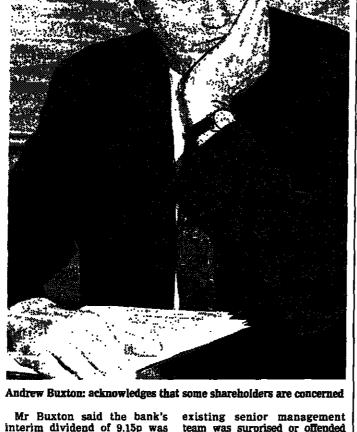
As a major market maker with offices in 35 key cities around the world, 10 within Europe, we offer clients the widest range of products available in the broadest range of markets, maturities and currencies. Our continuous contact with issuers and investors world-wide, means we are strategically positioned to interpret market information effectively and advise issuers on the best structure and pricing of an offering. Today, Lehman Brothers indices are recognized as the industry standard for, portfolio performance measurement. To take an integrated approach when problem solving, we tap the resources of our entire firm in corporate finance, sales, trading and research. Only then can we develop the most appropriate solution for each client.

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INTERNATIONAL



### by whatever change took place. He did not believe he was in

an 18.4 per cent rise in operating profits in 1992, "The management you look back at the past two years. Our decisions have been

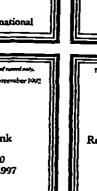
# SEIZING OPPORTUNITIES in the debt markets requires a partner with global experience.

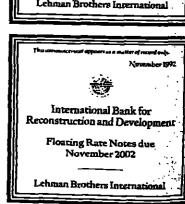


Tovota Motor Finance



Asian





Panasonic/Technics

Panasonic/Technics

Matsushita Electric

Industrial Co., Ltd

U.S. \$1,000,000,000

7.25% Bonds due August 2002

### Italian opposition angered by decrees on illegal funding dini, former minister of public Continued from Page 1 Giuliano Amato, prime minister, Mr Conso said the measures,

standing of decree laws. However, the measures, put forward to minimise the disruption to public life caused by almost daily disclosures of kickbacks and illegal party funding, were strongly defended by Mr

and Mr Giovanni Conso, justice minister, who drafted them. Both men denied the plans were designed to muzzle the investigations, which have so far led to the arrest of more than 100 politicians, businessmen and party

which would no longer make illegal party funding a criminal offence, were a tough response to the problems raised by the inquiries and not an attempt to duck "the moral question". Meanwhile, it was disclosed

works, is under investigation for alleged irregularities in contracts linked to a motorway expansion. Three other MPs - two Christian Democrats and a Socialist were also told they could face prosecution after inquiries into

yesterday that Mr Giovanni Prancontracts in Verona.

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## **FINANCIAL TIMES** COMPANIES & MARKETS

Monday March 8 1993



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### INSIDE Time Products buys

Leiber handbags

Time Products, the UK watch and jewellery dis-tributor, has paid \$17m for the business of Judith Leiber, an American who designs luxury handbags for the international jet-set. Hollywood stars are among customers prepared to pay several thousand dollars for a handbag made by Mrs Leiber, 72, who started her business 30 years ago in New York, A designer bag presented to Mrs Barbara Bush was val-ued at \$1,245. It showed a likeness of Millie, the presidential couple's pet. Page 16

**Decision time at Banesto** 



Spain's third largest bank, announced it had sold its biggest banking subsidiary, Banco de Madrid, to Deutsche Bank for Pta42bn (\$365m). Mr Mario Conde (left), chairman of Spain's third largest bank, must now decide what to do with the profit

First Data sale raises \$1.2bn

American Express, the US financial services group is planning to sell more than half its majority stake in First Data Corporation. The disposal could bring some \$1.2bn into American Express which suffered a painful profits setback last year. Page 17

Markets hail German rate cut

When the Bundesbank announced a 24-basis point cut in its 14-day repurchase agreement, the move was taken by the markets as final confirmation that it is embarked on a steady course of substantial cuts in short-term interest rates. Page 18

Prospective p/e ratio

The latest prospective p/e ratio for the "500" index for calendar 1993 is 14.4 according to IBES, the consensus estimates service (Last week: 14.2). This compares with an IBES estimated p/e for the "500" of 17.7 (17.4) for calendar 1992. The official FT calculation of the historic p/e, based on the latest reported earnings, is 18.14 (17.74).

**Market Statistics** 

FT/ISMA knr bond svc

London share service Managed fund service Money markets New int bond issues World stock mkt indices

Companies in this issue

WITH UK economic recovery apparently on the horizon, the

ig question now is whether

great deal of productive capac-ity, especially in manufactur-ing industry.

That was certainly the case

in the recession of 1979-81

when huge steel and engineering plants were shut, demol-ished, and eventually replaced

Midlands and Meadowhall near Sheffield. The widespread fear

is that the same process has

been under way since 1990 and that this will limit the scope

But how valid are such con-

cerns? A general impression, garnered from anecdotal evi-dence, is that this recession

has not been accompanied by a

massive scrapping of manufac-

turing capacity.

Another encouraging sign is

the strength of profit margins.

In its recent quarterly inflation report, the Bank of England

reported that profit margins from non-North Sea activities

have fallen far less in this

recession than in those of the

However, it is very difficult

to estimate how much capacity

has been lost or to measure the

gap that has emerged between

actual and potential output in

the economy as a whole. Although this "output gap" is

vitally important for assessing

the nation's capacity to grow

out of the recession without running into inflationary bot-

tlenecks, statistical deficiencies

mean that nobody has a clear

idea of its size. The Bank of

England's inflation report

included estimates that the gap

could be around 7 per cent or 3

per cent, but the Bank made

no judgment as to which was

early 1980s or the mid-1970s.

for recovery.

Axel Springer

17 Hongkong Electric 17 Jaguar Care 17 LTU 16 MTV Europe 16 Nevo Tobacco 15 OCP 17 Orbital Engine 16 Owners Abroad 17 Rothmans 17 Thomas Cook 15 Time Products 17 Unipart Viacom

By Paul Abrahams in London

**OTHE FINANCIAL TIMES LIMITED 1993** 

GLAXO, Europe's biggest drugs group, has been accused by the US Food and Drug Administration of making false and misleading statements about Zantac, the world's best-selling medicine with annual sales of about 22bn (\$2.84bn).

The FDA says the company "frequently suggests unapproved uses for Zantac and consistently makes comparative efficacy and safety claims that are not supported by adequate data". It has asked Glaxo to write to all US doctors correcting the

The agency says Glaxo made misleading send out a letter to US practitioners. statements about the safety of Zantac, an ulcer treatment, compared with other drugs in its class, notably SmithKline Beecham's Tagamet and Merck's Pepcid. It also says Glaxo made unsubstantiated

with the agency in the hope of settling the issue soon. Meanwhile it has complied with a request for the company to stop all aspects of its advertising and promotional activities that contain the contested claims. The company refused to confirm whether it would send the doctors' letter.

Glaxo denied there was any serious risk of Zantac being withdrawn from the US. It said: "We do not believe there is anything in this situation that cannot be settled in our discussions with the FDA and will keep this product from being available to

It is not unusual for the FDA to oblige drugs companies to send letters to practi-tioners. Last week, Marion Merrell Dow, the US group, sent a letter about false and

### Thomas Cook may tender for **Owners**

By Richard Gourlay in London

THOMAS Cook, the travel agency and financial services group, was last night consider-ing the final details of a tender offer for shares in Owners Abroad, the tour company fight-ing a hostile bid from rival Air-

Representatives of Owners Abroad were meeting Thomas Cook and its advisers to decide pricing and the size of the tender, according to sources close to

the companies.

Any cash tender could put a substantial obstacle in the way of Airtours' all share and partial cash alternative offers as the bid enters its last full week.

A tender offer, which could be as early as today or tomorrow and would have to be made this week, is likely to be made dependent on shareholders rejecting Airtours offer. At Friday night's close, the bid values Owners Abroad at £290m, or 144p per share, through the paper offer.

The tender offer would need the approval of Westdeutsche Landesbank, the German state bank that controls Thomas Cook, and LTU, the German travel

Once Airtours had launched its bid, Owners shareholders were almost unanimous in describing as inadequate the equity swap which underpinned the commercial transaction with Thomas

If Thomas Cook does make a tender offer, Owners Abroad's largest shareholder, Mercury Asset Management, may take centre stage. Last week MAM increased its stake in Owners Abroad to 14.07 per cent, from 13.4 per cent, but gave no indica-tion whether it would accept or reject the offers.

Reacting to the possibility of a tender offer, Mr David Crossland, Airtours chairman, said Thomas Cook should bid for all

"LTU and Thomas Cook have ried to get into Thomas Cook on the cheap once before," he said. "Shareholders will recognise this for what it is - a wrecking move supported by a desperate board." In judging where, or whether,

to pitch a tender offer, Thomas Cook would have to consider that if the offer were too high, allocation of shares would be scaled down. They would also be aware that

some institutions are unlikely to be happy being left with shares that no longer attracted a bid premium.

# FDA says Glaxo made misleading claims

claims about the drug's effectiveness. The drug represents 45 per cent of Glaxo's turnover. Analysts believe annual US sales

American arm, said it disagreed with most of the FDA's claims. Dr Ernest Mario, the UK company's chief executive, said he would be surprised if the company had to

are about \$1.4bn.

Last month, Glaxo Inc. the UK group's

At that time, Dr Mario said he believed the move had been instigated by Glaxo's competitors. Zantac's sales during the six months to December 31 increased 14 per cent to £1.033bn.

However, Glaxo Inc yesterday said it had met the FDA and was co-operating

US patients. The safety and effectiveness of Zantac have not been called into ques-

misleading statements about its anti-ulcer trealment Carafate.

Tracy Corrigan and Richard Waters on management moves at the investment bank

# Changes in store as CSFB aims to stay in front

BHIND the assurances of briefed yet on the operations of Continuity, changes are afoot at Credit Suisse First Boston, following the announcement last week that Mr David Mulford, the former US Treasury official and erstwhile investment banker, is to replace Mr Hans-Jorg Rudloff as head of the London-based investment bank.

CSFB is one of the institutions most closely associated with the growth of international financial markets in London in the 1980s, and Mr Rudloff, a highly visible figure in those markets, has been almost synonymous with CSFB. The nature of Mr Rudloff's departure has provoked speculation about what lies in store for the bank he shaped. Mr Rudloff. whose appointment emerged at a board meeting in Zurich on Wednesday, hinted enigmatically: "You can never pre-judge a board in Switzerland.'

In a recent interview in the magazine Euromoney, Mr Rud-loff, asked if another career awaited him, replied: "Perhaps. But there is still so much to build

He is to join the board of CS Holding, the majority share-holder of the CS First Boston group, which includes CSFB and its two sister companies. CS Holding reported net earnings of SF1534m (\$346m) in the first half to September 1992. "This is a transition that was

planned – though the timing was not planned," said Mr Mulford adding that it was Mr Rud-loff himself who had precipitated the timing of the change.

Mr Mulford had arrived in London only the day before the announcement, from an assign-

ment in Latin America, and

the firm he had just taken over, but his early comments will do nothing to dispel the impression that changes lie ahead.

The old rivalries remain

between the three arms of the group, First Boston in the US, CSFB in Europe and CS First Boston Pacific in Asia, despite a move to bring them all together in 1988 under a common holding company, CS First Boston. "The period of separateness is

clearly over, but it does take time for the culture to change," says Mulford. He believes he will "provide leadership in accelerating the global integration of invest-ment banking [at CSFB], which still has some way to go". There is also a desire to

develop CSFB beyond its base as a Euromarkets firm. Mr Mulford refers to a shift from CSFB's core fixed-income underwriting business as a process already underway. He says he "wants to maintain the leadership position" of CSFB in the traditional fixed income business, but "there is also growing global investment banking business, which is more diverse. This firm has to broaden the scope of its investment banking business".

This view is shaped by his belief that, during his years away from the industry, the process of "globalisation" has transformed financial markets, as borders between markets were removed. Mr Mulford has a mandate to develop business in Latin America, where his contacts are excellent (he was the US Treasury's negotiator on the Brady plan). He also has a keen interest in eastern Europe (where CSFB has been one of very few active admitted to not being fully banks) and the former Soviet



David Mulford: 'This firm has to broaden the scope of its investment banking business'

Union. He says he joined CS First its slumped, and the US arm of loff. Last week's announcement Boston because he believed it to be the most international of

"That [global] business is warketed and managed differently where in the CS First Boston from a traditional Euromarket group last week add to the fixed income business. It is ... much more complex ."

Some observers see the appointment as a victory for the ford was brought in last November as vice-chairman of First Boston in the US. A more integrated firm, they think, will effectively be governed from the US, where the holding company for the

three units is based. "CSFB used to be a very inde-pendent, locally-focused firm." said one former employee. "That

is going to change." The appointment follows a bad year for CSFB in 1992, when profthe firm was the main contributor to the group, reversing the trend of the last few years. Management changes else-

impression that disparate businesses are being pulled closer together. Mr Bob Diamond, who had been in charge of the Asian US arm of the business; Mr Mul- unit, was moved to New York to run bond trading in the US and

his move towards specialisation - which most other US-based investment banks have already made raises a question over the position of Mr Allen Wheat, who runs the firm's derivatives unit and only last year was made head of

trading in London. He had been

widely tipped to succeed Mr Rud-

left it unclear if he would now report to Mr Diamond. Mr Mulford said: "Allen is a very, very important figure, both here and in the group." But the

appointment of Mr Mulford, passing over Mr Wheat, casts doubt over the stability of the firm's senior management. "Basically, CSFB has been split in two." says one insider, meaning that the investment banking side will operate under Mr Mul-ford, while Mr Wheat will run

trading operations in London.

The appointment of Mr Mulford is undoubtedly the greatest upheaval since the restructuring of the group under a new holding company in 1988.

"I haven't come here to change things," protests Mr Mulford. But change seems to be on the way. nevertheless.

This announcement appears as a matter of record only.



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December 1992

# A question mark mg question now is whether Britain has capacity to exploit the opportunities ahead. Past experience and common sense suggest that a recession stretching over two and a half years will have destroyed a future prosperity

ment bank, suggest industry has come through the reces-sion in "surprisingly good shape" and the destruction of by out-of-town shopping malls such as Merry Hill in the West

capacity has been far less than

between 1979 and 1981. Two Kleinwort economists, Mr Peter Spencer and Mr Leo Doyle, have looked at Central Statistical Office estimates of manufacturing industry's capital stock and evidence on below-capacity working from the quarterly Confederation of British Industry industrial trends surveys. They conclude

vate consumption was the sec-ond highest after the United States," he says.
The UK's lagging investment

performance has also been a matter of concern for Professor Douglas McWilliams, a former CBI economic adviser and chief executive of the Centre for Economics and Business Research (CEBR), an economic consultancy. He says that UK manufacturing capacity has grown by only 20.5 per cent since 1970. Although it grew at an annual rate of 3.5 per cent

**Economics Notebook** By Peter Norman

that the recession has not yet seriously reduced industry's

productive capacity.

Their view is broadly endorsed by Mr Andrew Sentance, the CBI's director of economics and one of the sevenman panel of independent forecasters set up by the Treasury to advise Mr Norman Lamont, the chancellor. According to Mr Sentance, manufacturing capacity has declined slightly from its peak in 1990 but is about a fifth higher than at its post-recession trough in 1982.

However, Mr Sentance points out such growth hardly constitutes good news. Business investment grew too slowly in the 1980s because an excessive portion of resources went to consumption. "In the 1980s, the UK devoted a larger share of nearer the truth.

In the case of manufacturing, however, economists at Klein
Group of Seven country and

from 1984 to 1991, this rela-tively strong growth failed to offset the deterioration relative to other countries that had taken place earlier. While UK manufacturing

capacity grew by 19 per cent between 1970 and 1990, it increased by a total 43 per cent in Germany, France and Italy combined, by 86 per cent the US, and by 129 per cent in Japan. Between 1980 to 1990, the picture was slightly more encouraging. UK manufactur-ing capacity grew by 7 per cent compared with just 1 per cent in the continental "big three" countries, but lagged the US and Japan where capacity grew by 32 per cent and 39 per cent respectively.

So much for the bad news. Official figures suggest that UK investment is now picking up after a sharp fall of 9.4 per cent between 1990 and 1991 and

a 3.5 per cent decline between 1991 and 1992. Capital spending by manufacturers on buildings, vehicles and machinery rose by a real, inflation-adjusted 3.1 per cent in the final six months of 1992 compared with the first half of that year and has now risen for three quarters in suc-Such an upward trend in

a recession and when CBI surveys say that about 70 per cent of companies are working below capacity. It should add to confidence about Britain's

to address problems at home.

While such investment is clearly better than none at all, the danger is that Britain will still be left with a small and efficient manufacturing sector that is too small for the nation's future prosperity.

### from MTV **Europe** at \$60m a year

By Raymond Snoddy in London

MTV Europe, the London-based satellite rock music channel, is now producing revenues at the rate of \$60m-\$70m a year, according to Mr Frank Biondi, president and chief executive of Viacom, which owns MTV Europe. Until now MTV has declined to give any financial numbers

for its European television network which is available in 43m homes in 32 countries. "MTV Europe's revenues have been increasing at 70 to 80 per cent a year although it will be tough to keep that up". Mr Blondi said. The revenue figures are at least double that

"We [MTV Europe] will be available in 50m homes by the end of this calendar year," Mr Blondi forecast. He stuck to a previous formula to describe MTV Europe's profits. "It is marginally profitable." In fact all the signs are that the company is being conservative in its public statements and after 5% years on air MTV Europe is comfortably profitable.

suspected by analysts.

that it was bringing its Ameri-can children's channel Nickelodeon to the UK in a joint venture with British Sky Broadcasting. Mr Biondi said the aim was to take Nickelodeon to other European conntries through joint ventures with local partners.

Viacom recently announced

**Revenues** 

investment is unprecedented in

capacity for recovery.

But the investment upturn may also reflect special factors. A CEBR study published last week showed that nearly one-fifth of the £220bn (\$312bn) invested in British industry since 1987 had come from abroad. Some of this flow may start to tail off, particularly if the Japanese car industry has

The accelerating pace of technological change may also explain why investment now appears to be leading rather than lagging the business

Mr David Owen, another of Kleinwort's economics team, suggests that spending on information technology may be behind the investment surge. A similar pattern of strongly rising investment in weak economic conditions was visible in the US in 1991 and 1992, reflecting the need of companies there to restructure and shrink and acquire the latest technology to compete success-

Spending on rationalisation may not add significantly to growth. Indeed, the UK may simply be replacing the wrong sort of capacity with more efficient and the state of the stat cient and up-to-date equip-

MTV, available in more than 200m homes worldwide, plans to launch a service for Latin America in October. The 24hour channel will be for Spanish speakers in the US and

### COMPANIES AND FINANCE

# **Time Products** in \$17m luxury handbags buy

the name to merchandise other

than handbags, putting a

broader range of products

through the same tightly-tar-geted distribution network. Time Products also

announced that it had paid

£2m for a 5 per cent stake in

Audemars Piguet, the Swiss

watchmaker which specialises

in highly technical and luxuri-

Mr Marcus Marguiles, chair-

man of Time Products, said: "Judith Leiber is one of the

most highly-prized brands in

North America and we are

delighted to have secured it, while our relationship with

Audemars Piguet will be

strengthened by our invest-

The Leiber business made

pre-tax profits of \$1m, after

directors' remunerations, on

sales of \$15m in the year to December 31. It had net assets

Even after completing these

has net cash of more than

Unipart extends

Jaguar Cars has signed an

agreement extending for 10 years a contract under which Unipart, the motor components

manufacturer and distributor,

manages Jaguar's worldwide

The contract is expected to

At the beginning of last year

Unipart took over worldwide

parts distribution for Rover

Group's Land Rover and Range

Rover vehicles, adding £100m a

The Land Rover business

was a significant contributor to

Unipart's record £19.8m profits

in 1992 · a 28.5 per cent rise. It

has controlled Rover's car

parts distribution ever since

be worth more than £500m

over its 10-vear life.

year to its turnover.

at that date of \$5.1m.

Jaguar link

By John Griffiths

By Andrew Bolger

TIME PRODUCTS, the UK watch and jewellery distributor, has paid \$17m (£11.9m) for the business of Judith Leiber, an American who designs luxury handbags for the interna-

Hollywood stars are among customers prepared to pay sev-eral thousand dollars for a handbag made by Mrs Leiber. 72, who started her business 30 years ago in New York.

A designer bag presented to Mrs Barbara Bush was valued at \$1,245. It showed a likeness of Millie, the presidential cou-

ple's pet dog.
Mrs Leiber will continue to run her company, which distributes only through exclusive denartment stores and jewellers. Time Products has distributed her handbags in the UK

The UK company said the handbags had not been actively marketed outside therefore potential for develop-ing the brand worldwide.

### Etonbrook meeting called By Andrew Bolger

Mr Andrew Perioff, the rebel shareholder in Etonbrook, has requisitioned an extraordinary general meeting of the property development company, in another attempt to join the board and remove all of its

existing directors.

Mr Perloff and the three companies acting with him own 20 per cent of Etonbrook. He has twice failed to win a seat on the board but thwarted a proposed capital restructur-ing at an EGM in September. In January the former BES

company blamed a drop in its interim pre-tax profits from £300,000 to £74,000 on costs incurred in fighting a tender offer from Mr Berloff, which would have increased his stake to just under 30 per cent.

### Rothmans forms £55m joint venture in Russia

By Philip Rawstorne

ROTHMANS International is to invest £55m in a cigarette manufacturing joint venture with Nevo Tobacco, a privately-owned tobacco company in St Petersburg, Russia. The deal marks Rothmans'

first capital investment in central and eastern Europe, though it has licensing arrangements in Poland and the former Yugoslavia.

Rothmans will acquire a 75 per cent shareholding in the venture, to be called Rothmans Nevo, and will build a new cigarette factory in St

The factory, with an output of 10bn cigarettes a year, is expected to begin production in mid-1995.

The UK company's £55m investment will be phased over several years and will cover construction costs and the supply of plant and equip-

Lord Swaythling, Rothmans' chairman, said: "This venture is a major long-term initiative acquisitions, Time Products with a view to capitalising on the opportunity that Russia represents as one of the larg-est potential consumer markets in the world".

Russia, with a market estimated at 443bn cigarettes a year, has already attracted large-scale investment from other tobacco multinationals.

A series of changes to the Exchange was made at the last

As a result, the following stocks will be moved to new categories in the London Share Service with effect from April

Black & Edgington to Business Services (41) from Engineering - General (7); Svenska Cellulosa (SCA) to Packaging, Paper & Printing (31) from Chemicals (42).

# Called to account for past practices

Andrew Buxton of Barclays Bank faces a most testing time. John Gapper reports

HE NEXT two weeks will probably be the most testing of Mr Andrew Buxton's career. After becoming chairman and chief executive of Barclays Bank in January, just in time to announce the first pre-tax loss in the bank's 96 year history, he faces a wave of doubt over whether he should stay in either job. His future will depend on meetings with shareholders around the country which start this week.

Mr Buxton yesterday indicated the outline of the arguments he intends to put. That he accepts some blame for the past when he was managing director under Sir John Quin-ton in the late 1980s. That under his leadership the bank has improved its operating performance, and will continue to do so. And that he will hand over a significant part his responsibilities to a new senior executive this year.

None of this is likely to come

as a surprise to the bank's large shareholders. But they will be watching Mr Buxton's performance closely to see if he can alter their perception that he has not presented his own and the bank's case well so far. Some institutions believe his performance at last week's post-results press and analysts' conferences should have been

The degree of dissatisfaction among shareholders is open to debate. Fund managers holding 15 per cent of the bank's shares contacted by the Financial Times on Friday expressed varying degrees of discontent, the strongest being the view that Mr Buxton should resign. But Barclays believes it has received support from the most senior executives of the institutions concerned.

Yet the bank tacitly accepts the view that it cannot judge entirely on the basis of telephone calls made by Mr Bux-ton on Friday. The ultimate test will come in the post results "roadshow" in which Mr Buxton makes plain he will play a full part. "I have got to try to reassure them, and make sure they appreciate that the current management is getting decisions right," he said yester-

Mr Buxton's problem in doing so is his link with the past. This is partly as a mem-ber of one of the Quaker families in charge of the regional banks which came together to make up Barclays. But it is substantially to do with a more recent period of history: the time in May 1988 when he became managing director, just after a rights issue of £921m to expand lending had been

Mr Buxton made an incau-



Sir Peter Middleton: the

tious remark at the press conference on Thursday indicating that he had little direct respon sibility for this lending growth. Yesterday, he was carefully emphasising that he bore some responsibility, and should have performed better. "With hindsight, when I became managing director, I wish I had jumped on the problem of expansion earlier." he

His defence is that despite having made mistakes, he

essentially arrived too late to stop lending mushrooming. He argues that much of the problem lending in the following two years came from large companies taking up more of what were already-agreed facilities. "When you come in the middle of a fast expansion programme that is already taking place, it is difficult to control,"

This issue alone would provide enough material for debate. But Mr Buxton faces questions on a second point: when and how he will take steps to split his two roles.

He remained cautious about details yesterday, but promised it would happen this year. "I do not think later would be acceptable to shareholders, and I do not want an uncertainty of this sort any longer than necessary," he said.

here are two uncertainties involved. The first is whether the bank will actually appoint a chief executive in both name and deed, or have a chief operating officer similar to Mr Buxton's old post of managing

Any wavering is likely to stimulate discontent among shareholders, one reason for Mr Buxton's promise yesterday of handing over "a significant part" of his job.

whether the new senior exec-utive will come from inside or outside the bank. As long as Mr Buxton remains chairman, investors are likely to place significance on the new senior executive coming from outside the bank. Yet this could present internal problems by risking curtailing the responsibilities of executives such as Sir Peter Middleton, the deputy

chairman. Mr Buxton emphasised ye terday that this potential problem was one reason why he was taking some time to decide how the new management structure - first introduced in 1991 - should be reformed. "It is a definite consideration. I must take the management team with me and ensure that I hold them together, and convince them that any new structure is going to work," he said firmly.

Barclays' chairman emphasised yesterday that he did not believe investors' concern was so great that they "want to fire the whole of the management team". But he would not be drawn on the question of what he would do if the shareholder meetings over the next two weeks convinced him otherwise. "As the saying goes, I would prefer not to start from there," said Mr

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London Share Service classification changes

classifications of companies listed on the London Stock quarterly meeting of the FT-SE Actuaries Industry Classification Committee.

### Reduced interest charge behind rise at British Data

By Richard Gourlay

BRITISH Data Management, the data storage specialist which came to the market through a placing a year ago, reported doubled pre-tax profits of £1.66m for the six months ended December 31, against £779,000 last time.

Sales rose 13 per cent from 26.2m to £7.04m. The pre-tax figure was struck after a much reduced interest charge down from £687,000 to £53,000.

Earnings per share rose 25 per cent to 6.5p and the group declared an interim dividend of 1.5p. The directors said the earnings figure was flattered by a £138,000 tax charge that

was significantly lower due to £258,000 of over-provisioning in the previous year. Mr Stephen Crown, British

Data's chairman, said a strict not be made because in the previous year BDM paid no tax because of losses brought for-

He said he continued to seek substantial organic growth that would be supplemented by bolt-on acquisitions.

The company expected to gain a significant amount of new work from the government which, through its market testing programme, is seek-

NOTICE OF REDEMPTION

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Deutsche Bank (Germany)	Banco de Madrid	Banking	£245m	Foreign growth continues
Kraft General Foods International (US)	Terry's (UK)	Confectionery	£220m	United Biscuits sale
BSN (France)	Egidio Galbani (Italy)	Food	£173m	Lifts stake to 70 per cent
Banco Central Hispano- americano (Spain)/Banco Comercial Portugues	Share Swap	Banking	£169m	Co-operation move
Western Mining Group Australia	Olympic Dam (Australia)	Mining	£164m	BP exiting minerals mining
Call-Net Enterprises (Canada)	Unit of Cable and Wireless (UK)	Telecoms	£19.6m	C&W refocusing efforts
Johnson & Firth Brown (UK)	Viking Metallurgical Corp (US)	Engineering	£8.6m,	US expansion
Rockwell International (US)	Unit of Sprecher & Schuh (Switzerland)	Controls	n/a	Strengthening global position
FMC Corp (US)	Kongsberg Offshore (Norway)	Oil & gas services	n/a	Siemens non- core sale
Thomson-CSF (France)/ Short Brothers (UK)	Shorts Missile Systems (JV)	Defence systems	n/a	Brothers in arms



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ppiers will put be increased of exceeded, except that Africans receives the right to revise, incre is the sufficiely event of either a competitive situation existing (an determined by the Passa) or ac



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Fuji International Finance (Australia) Limited Tranche A USS 60,000,000 Floating/Fixed Rate Guaranteed Bonds 2001

Interest Rate : 3,70313% p.a. Inscrest Period: from 8th March, 1993 to 8th June, 1993 Interest payable per US\$ 50,000 Notes: USS 473.18

By Fuji Bank (Luxembourg) S.A

SRF MORTGAGE NOTES 1 PLC Class A Mortgage Backed Floating Rate Notes

Due March 2021 NOTICE IS HEREBY GIVEN to the holders of the Class A Mortgage Backed Floating Rate Notes Due March 2021 (the "Class A Notes") of SRF Mortgage Notes I PLC (the "Issuer") that, pursuant to the Trust

Deed dated 20th March, 1989 (the "Trust Doed"), between the Issuer and the Law Debenture Trust Corporation p.l.c., as Trustee, and the Agency Agreement dated 20th March, 1989 (the "Agency Agreement"), between the Issuer and Morgan Guaranty Trust Company of New York (the "Principal Paying Agent") and others, the Issuer has determined that, in accordance with the Redemption provisions set out in the Terms and Conditions of the Class A Notes, Available Funds as defined in the Terms and Conditions in the amount of £7.600,000 will be utilised on 22nd March, 1993 (the \*Redemption Date\*) to redeem a like amount of Class A Notes. The Class A Notes selected by drawing in lots of £100,000 for redemption on the Redemption Date at a redemption price (the 'Redemption Price") equal to their principal amount, together with accrued interest thereon are as follows:

OUTSTANDING CLASS A NOTES OF £100,000 EACH BEARING THE DISTINCTIVE SERIAL NUMBERS SET OUT BELOW

				Bear	er Note:	1	-		
28	35	64	83	8ú	100	134	144	151	200
203	216	2:38	233	248	276	299	315	340	341
319	358	370	373	385	410	427	130	111	172
479	512	513	565	572	587	603	622	624	653
660	687	712	736	742	715	757	759	760	76 l
776	783	807	828	85-1	889	897	933	972	979
981	488	991	996	1242	[267	1268	1285	1287	1293
1309	1:433	1354	1.254	1.491	IARA				

The Class A Notes may be surrendered for redemption at the specified office of any of the Paying Agents, which are as follows:

> Morgan Cuaranty Trust Company of New York 60 Victoria Embankment London EC4Y 0JP

Morgan Cuaranty Trust Company of New York Avenue des Arts 35 B-1040 Brussels

Banque Paribas (Luxembourg) S.A. 10a Bonlevard Royal 1.-2093 Luxembourg

In respect of Bearer Class A Notes, the Redemption Price will be paid upon presentation and surrender of such Notes together with all unmatured Coupons appertaining thereto, on or within a period of ten years and five years respectively, after the Redemption Date. Such payment will be made (i) in sterling years and the years respectively, after the necemption Date. Such payment will be made (1) in aterting at the specified office of the Paying Agent in London or (ii) at any specified office of any Paying Agent listed above by sterling cheque drawn on, or at the option of the holder by transfer to a sterling account maintained by the payer with, a Town Clearing branch of a bank in London. On or after the Retemption Date interest shall crase to accrue on the Class A Notes which are the subject of this Notice of

SRF MORTGAGE NOTES 1 PLC

By: Morgan Guaranty Trust Company

as Principal Paying Agent Dated: 8th March, 1993

BankAmerica
Corporation
Incorporated in the State of Delaward

U.S.\$400.000,000 Floating Rate Subordinated Capital Notes Due 1997 Holders of Notes of the above issue are hereby nobleed that for the next interest Sub-period from 9th March, 1993 to 13th April, 1993 the following will apply:

 Interest Payment Date: 9th
June, 1999. Pate of Interest for Sub-period: 5% per annum. . Interest Amount payable for Sub-period: US\$243,06 per US\$50,000 nominal.

. Accumulated Interest Amount payable: US\$243.06 per US\$50,000 nominal. i, Noxt Interest Sub-penad will be from 13th April, 1993 to 13th May 1993.

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US\$125,000,000

First Chicago Corporation
Floating Rate Subordinated Capital Notes Due December 1996
Notice is hereby given that the Rate of Interest has been fixed of 3.3750% and that the interest payable on the relevant Interest Payment Date, June 8, 1993 against Coupon No. 26 in respect of US\$100,000 nominal of the Notes will be US\$862.50.

March 8, 1993, London By: Citibank, N.A. (Issuer Services), Agent Bank CITIBANCO

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### PIONEER ELECTRONIC CORPORATION

The undersigned, being the Agent of Caribbean Depositary Company N.V., announces that Pioneer Electronic Corporation the financial year 1992) which will be payable as from March 15th, 1993 at the office of Pierson, Heldring & Pierson N.V. This distribution, which has been converted into U.S. dollars pursuant to section 4 of the Deposit Agreement will be available to holders of CDR's against surrender of talon less 20% Japanese withholding tax, to the effect that per CDR's evidencing

5 Depositary Shares \$ 4,- ( 4,26) 10 Depositary Shares \$ 8,-1 8,52) and 100 Depositary Shares \$ 80,-(85,20) is paid.

The amounts stated between brackets represent the dividend less 15% Japanese tax. These dividends will be paid until April 15th, 1993 but only on condition that the coupons to be surrendered will be accompanied by an "Affidavit" (obtainable with the undersigned), evidencing that the beneficial holders of the CDR's are residents of a country which has concluded a Tax Treaty with Japan.

In the Netherlands dividends will be paid to residents in Dutch currency at the daily rate of exchange unless otherwise instructed. Amsterdam, March 5th, 1993

Pierson, Heldring & Pierson N.V.



### **National & Provincial Building Society** Japanese Yen 10,000,000,000

Floating Rate Notes due 1995

For the six months 8th March, 1993 to 7th September, 1993

In accordance with the provisions of the Notes. notice is hereby given that the rate of interest has been fixed at 4.35 per cent. per annum, and that the interest payable on the interest payment date, 7th September, 1993 against Coupon No. 10 will be Yen 2,180,959 per Yen 100,000,000 Note.

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### COMPANIES AND FINANCE

# American Express plans to Ministry reduce stake in First Data

By Nikki Tait in New York

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AMERICAN Express, the US financial services group that has recently undergone significant management upheavals. is planning to sell more than half its majority stake in First Data Corporation.

The disposal could bring some \$1.2bn into American Express, which suffered a painful profits setback last year. First Data administers credit card transactions for companies such as Visa and Mastercard, as well as American Express itself.

wo see the same to dead the same to reformed the same to reformed the same to reform the same to resource the American Express said that it planned to sell 32m shares in First Data, with a further 3.2m becoming available if the offer went well.

> can Express's stake in First Data from 54 per cent to around 22 per cent. First Data shares eased \$% to \$34.50 on the news, which

By Judy Dempsey in Berlin

MR LEO Kirch, the media

magnate, has paid DM220m

(\$132m) to increase to 29 per

cent his shareholding in Axel

Springer, the large German

publishing group which counts Bild and Die Welt among its

He has acquired the 10 per cent stake in Springer sold last

week by Poligrafici Editoriale, the Italian publishing

Before the purchase, Mr Kirch already had around 25

By Alice Rawsthorn in Paris

DUMEZ, one of France's

largest construction compa-

nies, plans to cut 1,500 jobs in France this year after suffering

Mr Jean-Louis Brault, who 18

months ago became chairman

of Dumez, a subsidiary of the

a steep fall in sales in 1992.

newspaper titles.

The sale could reduce Ameri-



came on Friday afternoon. At this sort of level, however, the disposal would raise around \$1.2bn for the financial services group, ahead of sale

The deal stems from a cross-

shareholding agreement

between Springer and Poligraf-

ici under which both compa-

nies have ended their involve-

Springer has sold its 10 per

cent stake, or 13.2m shares, in

Poligrafici to the Monti Group,

the Italian publisher which

holds the majority stake in Poligrafici. The selling cost is

reported to be L4,650 (\$2.95) a

his company had seen sales fall

Dumez, like other construc-

tion companies, has been badly

affected by the slowdown

across the European construc-

tion sector. It has also encoun-

tered problems with contracts

Dumez to cut 1,500 jobs this year

in 1991.

in Saudi Arabia.

ment with each other.

American Express said that

the proceeds of the sale would be used for "general corporate

The sale itself did not surprise Wall Street, although it is the first important move made by the company since Mr Harvey Golub replaced Mr James Robinson as chief executive of American Express earlier this

American Express sold more than 50m shares in First Data last year, raising more than \$1bn in the process and cutting its interest to the 54 per cent ownership level. American Express shares

gained \$1/4 to \$25% on Friday's

Net earnings at American Express more than halved for 1992 following a steep decline in profits within the group's travel side and a slide into losses at Shearson Lehman, American Express' brokerage and investment banking

Kirch raises holding in Springer per cent of the Springer voting stake ends its short involve-rights, stake ends its short involve-ment in the Italian media market. But it also means that the group, which publishes Bild.

attempting to increase their

share of the expanding eastern German market. In particular,

two new weeklies, Focus and

Die Woche, are aiming for a

aged reducing its 8,333-strong

parent company and 1,000 at the regional subsidiaries this

Springer's decision to sell its younger, up-market readership.

by 25 per cent to FFr15bn French workforce by 18 per (\$2.65bn) in 1992 from FFr20bn cent, with 500 job losses at the

the mass circulation daily, and Die Welt, a more serious daily, is likely to spend more time improving sales, distribution counter-bid. and circulation in eastern German newspapers are

Mr Jean-Pierre Duché, OCP's chief executive, supports the German deal, but OCP's larg-

est single shareholder, the Bourely family, with 15 per cent of the equity, opposes it. A legal action between rival existing shareholders for control of OCP is understood to be under way. Meanwhile, the French Trea-

sury has delayed for 10 days its decision on whether to give the German bid the go-ahead. OCP says that officials want

News of the Dumez rationalisation follows the announcement earlier this year that Lyonnaise des Eaux-Dumez faced a sharp fall in net profits burg-based trading and service company which owns Gehe. of over 65 per cent last year.

### denies role in OCP counter-bid

By William Dawkins in Paris and Paul Ahrahams in London

THE French industry ministry has denied involvement in an attempt to mount a counterbid for Office Commercial Pharmaceutique, France's largest medicines wholesaler. which is facing a takeover offer from a German group.

A senior official said the

ministry had responded to requests for information from shareholders of Gehe, the German group that last month made a friendly FFr1.8bn (\$318.6m) offer for OCP. The French government had

no interest in meddling in purely private business, the official said. "We do not get involved in takeovers," he added. The only industry min-istry involvement was to provide information about French medicine marketing rules to Gehe shareholders, the official explained. "I can assure you that Franco-German business relations are very good," he

The ministry's denial contra-dicts claims earlier this week by some representatives of OCP and a member of a French consortium of pharmaceuticals companies that the government was sponsoring a French

However, a leading French drugs group in the consortium yesterday reconfirmed that the industry ministry had advised it on mounting a possible counter-bid for OCP.

to examine the ownership structure of Gehe and in particular Franz Haniel, the Duis-

# A dividend dilemma at Banesto

Disposal could allow the bank to make a full payout, says Peter Bruce

ARIO Conde, chair-man of Banesto, Spain's third largest larly burdensome at Banesto bank, has one of those problems this week that occasionally make it fun to be in debt.

On Friday, Banesto announced it had sold its big-gest banking subsidiary, Banco de Madrid, to Deutsche Bank for Pta42bn (\$357m). This deal will allow the German bank, which already owns Cataloniabased Bancotrans, to become the largest foreign bank in Spain. But it was far more important for Mr Conde.

Banesto will make a profit of Pta30bn from the disposal and now has to decide what to do with it. It has two choices. The first and most probable

use of the money will be to provide for bad debts. Non-

where assets grew rapidly just prior to the downturn in the economy last year. The Bank of Spain had given

Banesto until the end of next year to find an extra Pta40bn to cover itself.

The other, more remote, possibility, is that the money will be used to help pay a full dividend for 1992. As things stand now, Banesto cannot possibly match the full 1991 payout of Pta205, because the parent bank's profits fell last year and the Bank of Spain would frown on any bank, perhaps espe-cially Banesto, reducing the amount of net profit transferred to reserves in the middle

Banesto has already paid Pta95 to shareholders for 1991, though, and has until June to decide whether, and how, to make its traditional complimentary payment. Analysts disagree about what might be done and the bank is keeping silent. But there is some hope

The waters are further muddied by the fact that Banesto is planning a large three-for-one rights issue, which has won a promise of support from J.P. Morgan and which Banesto hopes will raise up to Pta53bn in new capital

for shareholders.

There is an outside chance that a successful rights issue might persuade the Bank of Spain to allow Mr Conde to use all or most of last year's Pta20.2bn parent bank net

profit to pay shareholders. The rights-issue proceeds would then go to reserves where, normally, most of the 1992 profit would expect to end up.

Clearly the central bank would be persuaded one way or the other by the final outcome of the rights issue,

In truth, though, the rights issue would be paying the dividend, thus putting Mr Conde in the curious position of asking shareholders for money in order to be able to give it back

Between making the full possible payment, with Bank of Spain complicity, and making none at all lies an acceptable policy. It is this that Mr Conde

- and his prospective new shareholder in J.P. Morgan will be searching for.

**HK Electric** 

beats forecasts

with 30% rise

HONGKONG Electric, which

operates the electric power

monopoly on Hong Kong island, has exceeded expecta-

tions by reporting a 30 per

cent rise in 1992 earnings to

HK\$3.05bn (US\$394m) from

Profit was struck on a 9.3

By Simon Holberton

HK\$2.3bn in 1991.

In Hong Kong

### Australia's Orbital says it has won orders for new type of car engine

By John Griffiths

AUSTRALIA'S Orbital Engine Company has told the New York and Australian stock exchanges that it has won orders from "a major automo-tive producer" for its innovative two-stroke engines.

Ford, General Motors, Fiat and Volkswagen are among car makers already holding licences from Orbital to develop the technology. Orbital engines are around half the weight and two-thirds the size of conventional car engines. However, Ford, which has

several dozen prototype Orbital-powered Fiestas in trial use with fleet operators in the UK

HAGEMEYER, the Dutch-

based trading company that is

65 per cent-owned by First

Pacific of Hong Kong, yester-

day reported a 21 per cent

jump in 1992 net profit to

Fl 103.1m (\$55.7m) and a 5.6 per

cent rise in its dividend to F1 6.00.

By Ronald van de Kroi

the front-runner for bringing Orbital cars to market rejected speculation that it was involved in the announced agreement.

Orbital, in which Broken Hill Proprietary has a 25 per cent stake, said it was prevented by a confidentiality agreement from naming the manufacturer which had signed the letter of

According to Orbital, the agreement provides for the vehicle maker initially to take supplies of OCP (Orbital Combustion Process) engines from a US plant being prepared by in Tecumseh, Michigan, and

Hagemeyer ahead 21% at Fl 103m

announced plans for a two-for-

one share split and an increase

in authorised share capital to

Fl 470m from Fl 290m. It added

that it had no immediate plans

Hagemeyer, which focuses

on selling and distributing

brand-name consumer and pro-

fessional products, attributed

the strong gain to its wholesale

for a share issue.

and is widely regarded as which is due to come on stream at the end of this year. This will be complemented by an engineering programme at Orbital's research and devel-opment facilities at Perth, Western Australia.

The rationale behind the Tecumseh plant is for it to provide licensees with only a sufficient volume of engines for them to gain know-how before committing to their own highvolume manufacture.

Ford hopes to have small, Orbital engined cars in its range by as early as 1995. The engines are said to be 10 per cent more powerful and 12 per

electro-technical subsidiaries

and to its North American con-

sumer electronic activities.

Sales and profits from con-

sumer and professional elec-

tronics were unchanged from

Overall, turnover rose by

15.3 per cent to Fl 3.4bn and would have shown a 18.5 per

cent increase but for exchange

rate movements.

per cent rise in turnover to HK\$5.3bn, from HK\$4.8bn. The directors declared a final dividend of 52 cents a share, mak-

ing 82 cents for the year - a rise of 17 per cent on 1991. Mr Simon Murray, chairman, said Secan, the group's property development associate, contributed more than 20 per cent of pre-tax profits. Analysts expect the company's land bank to be fully utilised

by the end of 1994. Mr Murray said the electric company recorded a profit growth of 14 per cent during the year. Unit sales of electricity rose by 4 per cent - well below the overall growth rate of Hong Kong's economy of 5 per cent in real terms. During the year the company invested HK\$2.97bn in new electricity and power facilities.

### Lyonnaise des Eaux-Dumez Mr Brault said Dumez envisutility group, announced that

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Notice to the Holders of ATLANTIC RICHFIELD COMPANY US\$200,000,000 9 1/4% Bonds Due March 20, 1993 US\$250,000,000 10 1/4% Notes Due July 2, 2000

NOTICE IS HEREBY GIVEN that, pursuant to Condition 4(c) of the Terms and Conditions of the US\$200,000,000 Bonds Due 1993 and Condition 4(c) of the Terms and Conditions of the US\$250,000,000 Notes Due 2000 (the "Securities"), Atlantic Richfield Company, a Delaware corporation, (the "Issuer") has of midnight March 5, 1993, (the "Termination Date"), terminated the appointment of Banqua Internationale a Luxembourg SA in Luxembourg as a paying agent with respect to such Bonds and such Notes.

With effect from the Termination Date, holders of the Securities and all coupons appertaining therato will no longer be able to present them at the specified office of Banque Internationale a Luxembourg SA in Luxembourg. As a result, the Issuer has appointed, effective mildnight March 5, 1993, Kredietbank S.A. Luxembourgeoise as a replacement paying agent for the purposes of presentation and surrender of the Securities and the coupons. The specified office of the Securities and the coupons. Kredietbank S.A. Luxembourgeolse is listed below:

Kredietbank S.A. Luxembourgeoise 43 Boulevard Royal L-2955 Luxembourg ATLANTIC RICHFIELD COMPANY

Dated: March 8, 1993

the United Kingdom and the Republic of Ireland Limited (the "London Stock Exchange"). It does not constitute an invitation to the public to subscribe for or purchase any securities. Application has been made to the London Stock Exchange for admission to the Official List of all the Ordinary shares (issued and now being issued ) of Warrants and Value Investment Trust plc. It is expected that listing will become effective and that dealings in the Ordinary shares will commence on 12th March, 1993.

### Warrants and Value Investment Trust plc

(Incorporated in Scotland under the Companies Act 1985- Registered No. 143033)

placing by S.G. Warburg Securities

80,000,000 Ordinary shares of 5p each

at 25p per share payable in full on acceptance

Share Capital

in Ordinary shares of 5p each

issued and now being issued (fully paid) £4,000,000

Warrants and Value Investment Trust plc ("WAVIT") is a new investment trust which will be managed by Scottish Value Management Limited and will invest principally in investment trust company warrants and other securities in the investment trust company sector which have similar characteristics to those of warrants with the objective of achieving capital growth greater than that of the FT-Actuaries Investment Trust Index. Listing particulars will be available during normal business hours on any weekday, Saturdays and Bank Holidays excepted, up to and including 22nd March, 1993 from:

Scottish Value Management Limited, 2 Canning Street Lane, Edinburgh EH3 8ER

S.G. Warburg Securities Ltd., 1 Finsbury Avenue, London EC2M 2PAL

Copies of the listing particulars are also available from the Company Announcements Office, the London Stock Exchange, London Stock Exchange Tower, Old Broad Street, London EC2N 1HP, up to and including 10th March, 1993.

### U.S. \$125,000,000



Series A due December 1997 in accordance with the provisions of the Notes, notice is hereby given that for the three months interest Period from March 8, 1993 to June 8, 1993 the Notes will carry an Interest Rate of 3.5625% per annum. The interest payable on the relevant payment date, June 8, 1993 will be U.S. \$910.42 per U.S. \$100,000 principal

Collateralized Floating Rate Notes

By: The Chase Manhattaл Bank, N.A. London, Agent Bank

SOCIETE QUEBECOISE D'ASSAINISSEMENT DES EAUX ¥6,500,000,000 Floating Rate Notes Due 1993 Province de Québec

Authorised

£5,000,000

- 3.92% to - 7.9.1993 steres Amount per ¥100,000.000 minal due 7.9. 1993- ¥1,976,110 Agent Bank The Long-Term Credit Bank of Japan, Limited Tokyo

**DON'T** TRAVEL WITHOUT US.

RIDDELTON LIMITED FIX\$1,000,000,800 Floating Rate Bonds due 2000 Guaranteed by etë dëvelopment ginternationali librited

Notice is hereby given that for the interest period from in March, 1995 to 31st August, 1993 (both dates industry) the interest rare has been first at 4.8422%, per summer. Messett physikle on in September, 1998 will amount to HEEDLA-60.29 per 60XDI,000,000 Tanche B Bond.

### **EUROFIMA** opeen Company for the Financ of Rallroad Rolling Stock U.S. \$250,000,000

Deutsche Mark LIBOR Based Floating Rate Notes due 2002 For the Interest Period 3rd

March, 1993 to 3rd June, 1993 the Notes will carry an Interest Rate of 5.6375% per annum with Coupon Amounts of U.S. \$14.41, U.S. \$144.07 and U.S. \$14,406.94 per U.S. \$1,000, U.S. \$10,000 and U.S. \$1,000,000 Notes respectively. The relevant interest Payment Date will be 3rd June, 1993.

Swiss Bank Corporation

Schroder Split Fund plc Offer for Subscription sponsored by de Zoete & Bevan Limited Basis of Allocation of Shares

Valid applications made under the Offer will be met as set out in the following table. Definitive certificates for all three classes of shares are expected to be despatched on Wednesday 10 March 1993 and dealings are expected to commence separately in each class of shares on Thursday 11 March 1993. Schroder PEP investors will be notified separately. Applicants who deal prior to receipt of their share certificates do so at their own risk.

Number of Shares applied for		plications fo lass of Share		Applications for more than one Class of Share*					
•	Income Shares	Capital Shares	Zero Dividend Preference Shares	Income Shares	Capital Shares	Zero Dividend Preference Shares			
0 - 25,000	100%**	100%	100%	100%	100%	100%			
25,500 - 300,000	85%	100%	100%	90%	100%	100%			
300,500 - 1,000,000	75%	100%	100%	85%	100%	100%			
1,000,500- 2,500,000	50.58714%	100%	100%	50.58714%	100%	100%			
2,500,500 - plus	50.58714%	98.95205%	100%	50,58714%	98.95205%	100%			

\* Made on a single share application form.

Including applications for Income Shares to be held in the Schroder High Income PEP.

Allocations have been made in full in respect of applications for Income Shares by authorised financial intermediaries who gave the warranty in paragraph 4(g) of the Terms and Conditions of Application. References to applications are to applications which are valid or treated as valid in accordance with the Terms and Conditions of Application and which, in each case, have not been rejected. All allocations are subject to the Terms and Conditions of the Listing Particulars dated 10 February 1993, the Terms and Conditions of Application attached thereto and the Memorandum and Articles of Association of the

Company. Expressions used in this advertisement have the same meanings as in the Listing Particulars. Issued by Schroder Split Fund plc and approved by de Zocte & Bevan Limited, a member of SFA and sponsor and stockbroker to Schroder Split Fund plc in connection with the Offer. The value of shares can go down as well as up. 8th March 1993

000,000,0012 Floating rate notes due 1996

Notice is hereby given that the notes will bear interest at 6.275% per annum from 4 March 1993 to 4 June 1993. Interest payable on 4 June 1993 will amount to \$158.16 per \$10,000 note and

Agent: Morgan Guaranty Trust Company

**JPMorgan** 

WOOLWICH Building Society -

£1,581.64 per £100,000 note.



March 8, 1993, Landon By: Calbank, N.A. (Issuer Services), Agent Bank



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**GERMAN BONDS** 

# Prices soar on back of Bundesbank rate cut Jobs data provide bonds

SURPRISE is a central weapon in the armoury of a central bank – especially the German Bundesbank, which over the course of last week teased the markets with contradictory signals, but on Friday delivered a positive surprise.

The market was disappointed that last Thursday's council meeting had closed without a cut in either the Lombard or discount rates and then delighted when on Friday the Bundesbank announced a 24-basis point cut in its next 14-day repurchase agreement to 8.25 per cent,

down from 8.49 per cent. The move was taken by the markets as final confirmation that the Bundesbank is embarked on a steady course of substantial cuts in short-term interest rates - and proof that the Bundesbank believes the downturn in the German economy will prove a better brake on inflation than high interest rates.

It sent German government bond prices up to their highest level since the end of Decem-

The average daily yield on all government securities dropped by 10 basis points to 6.37 per cent, with the yield on 10-year benchmark bunds down to 6.5 per cent from 6.7 per cent at the beginning of the week and well below the average over the last 10 years. These price rises capped a glorious eight months for the

German bund market. Yields on 10-year bunds have dropped from 8.28 per cent in July last year, buoyed by mas-

There are no figures yet available for foreigners' purchases in the first two months of the current year but over the whole of 1992 they spent DM135bn buying German govtwice the DM60bn invested in

All but DM12.5bn of these purchases took place in the second half of the year, reflecting investors' confidence in the strength of the D-Mark amid the currency market tur-moil. Foreign investors bought DM64bn of German bunds in the last quarter alone.

Apart from the D-Mark's safe-haven status, investors were attracted by the prospect of decisive cuts in interest rates which - after a rather grudging start in mid-Septemwith the half-point cut in the discount rate (to 8.25 per cent) and the quarter point off the Lombard (to 9.5 per cent) - gathered momentum with the rate cuts on February 4, when the Bundesbank trimmed the Lombard by 0.5 per cent and the discount rate to 8 per

Comments from Mr Johann Gaddum, a member of the Bundesbank's policy-making council, to the effect that the cut was not necessarily a prethe discount and Lombard rates the next time the council meets on March 18, did nothing stop excited speculation about the future course of interest rates.

It is now widely expected that the "official" Lombard and discount rates will fall by up to two more full basis points during the course of the

Mr Kermit Schoenholtz at Salomon Brothers predicts that call money will drop from its current level around the repo rate to 6.5 per cent by the end of this year and below 5 per cent in 1994. The question for investors is

whether this scenario has already been reflected in the significant price rises of recent months - whether now is not the right time to sell bunds and buy the higher yielding fixed-income securities of France, the UK, or even Italy, where yields on 10-year bench-

81, 113 and 475 basis points higher than the equivalent

Mr Klaus Holschuh in Commerzbank's fixed-income research denartment believes that there is significant downside risk associated with holding 10-year bunds.

He says that once foreign

investors start to take their profits in any volume - perhaps after the Bundesbank does cut its official rates again selling pressure could put yields on such long maturities back up to 7.3 to 7.5 per cent. These bunds are likely to be most vulnerable to worries about Germany's poor fundamentals on the inflation and

budget deficit front Mr Holschuh argues that rities make a better investment for those investors not prepared to risk moving put of

Yields on bunds with three, four and five-year maturities are around 6.2 per cent and could gain most as the shape of the still inverted yield curve normalises amid further interest rate easing.

The danger of this strategy is that yields on 10-year bunds could after all climb still further, teased upwards by the Bundesbank's gradualist approach to rate cuts and the severity of the German

us money and credit

# with a dose of cold reality

IS A 6.5 per cent yield on the 30-year Treasury bond a real

possibility? For most of last week, the mood of US bond dealers seemed to suggest that it might be. It took the February employment data, which on Friday disclosed a surprisingly large increase in jobs last month, to inject a dose of cold reality into the market.

The persistent "upbeat" mood – which, in the previous week, had sent the long bond yield to its lowest level since 30-year bonds began to be ned regularly in the 1970s became plain when trading began on Monday.

In spite of disruption stemming from the World Trade Center biast and some cautious comments on short-term government borrowing plans from Mr Lloyd Bentsen, the new US treasury secretary, the long bond yield had fallen to 6.84 per cent by Monday evening from 6.9 per cent at the end of

Admittedly, there was nothing particularly alarmist in Mr Bentsen's remarks; he simply indicated that there would be no "dramatic, radical shift" in the authorities' short-term borrowing plans.

Nevertheless, traders had attributed part of the long bond's price rise to expecta-David Waller tions that the quarterly 30-year auctions would diminish significantly in scale, and this might have depressed sentiment. So, too, might the temporary absence from the market of Cantor Fitzgerald, an important brokerage firm in the bond market and one of the

casualties of the WTC explo-But, having overcome these obstacles, the bond price rally duly continued for another three days. By Thursday evening, the long bond yield had dropped to 6.78 per cent, and yields on other Treasury issues

At this stage, there were few specific economic numbers to account for the rise although weaker-than-expected data on 10-day car sales may have helped. In general, the rally appeared to result from growing confidence in the noninflationary implications of the Clinton economic plan, and even some speculation about a further easing of interest rates by the authorities.

had also declined.

Nevertheless, uneasiness about the speed and extent of the rally was beginning to spread among analysts - and Friday's release of the jobs numbers brought a perfect opportunity for the market to consolidate.

The numbers themselves were certainly unexpected: there was an increase of 365,000 workers on non-farm payrolls in February, about

FT/ISMA INTERNATIONAL BOND SERVICE

81/2%.

pundits had been predicting while the national unemploy

STERNATIO

ment rate edged down by a tenth of 1 per cent, to 7 per With the weekend to reflect

analysts appeared to be striking a cautious note. Some pundits observed that manufacturing sector employment remains fairly weak, although it does appear that the recent pick-up in economic activity is finally translating

into jobs. Although demand and supply considerations may under-pin recent bond yields, many suspect that the steam will go

out of the rally. The coming week, meanwhile, will be fairly light on new economic data. The February producer price index is due to be released on Friday, and expectations centre on a small increase - perhaps 0.3 per cent, after 0.2 per cent in January - due to higher food and

Predictions for February retail sales figures, out on Thursday, focus on a modest 0.1 per cent increase. Individual store sales results for the month have already displayed lacklustre trading, although retailers have blamed severe winter weather in many parts of the country.

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Nikki Tait

### **UK GILTS**

### Domestic buyers wary ahead of Budget

AFTER a further reduction in yields for long-dated gilts, bond specialists are starting to ask how long the good times will

The indications are that during February - a bumper month for gilt prices - steady demand from overseas institutions, particularly in the US and Germany, have been a big stimulant for the market.

But domestic investors are likely to be wary about any big gilt purchases before next week's Budget.

They will also be looking for any surprise weakness in the monthly figures for producer price inflation due out tomor-

General sentiment in the gilt market was boosted by expectations about an imminent cut in key German interest rates coupled with stronger sterling and a favourable UK inflation outlook.

A surprise 24 basis-point cut in Germany's 14-day repurchase rate announced on Friday added weight to views that the Bundesbank's decisionmaking council will reduce its discount and Lombard interest UK gifts yield Restated at par (%)

Feb 26, 1993 Mar 05, 1993

20 25

rates at its next meeting on The June gilt future, which broke through 107 on Friday, is thought likely to continue its

years.

recent rise. At Friday's close, 15-year gilt yields were down about 25 basis points on the week to around 7.8 per cent in a continuation of the marked reduction

in yields since late January. According to many specialists, gilt gains are likely to lag slightly behind the German and French markets, with the

yield spread between 10-year gilts and bunds widening by just a few basis points over the

next week or two. Mr John Shepperd, an economist at SG Warburg Securities, says that the Treasury is likely to end the 1992-1993 financial year overfunded to the tune of about £4bn, due partly to a higher-than-expected surplus on the fiscal account in Janu-

However, much attention will focus on the public sector borrowing requirement for February, due to be announced on Budget day, which some believe could be extremely

Worries about the PSBR in 1993-1994 - thought likely to be at least £50bn, as opposed to the likely figure of roughly £35bn to £37bn for 1992-1993 are likely to be a prominent feature of market operations over the next two months.

During this period gilt yields at the long end could easily rise on account of fears that a large level of funding will pull down prices. Mr Nigel Richardson, econo-

mist at the London office of the

among the relative pessimists who think yields may not have much further to fall at the long

"I am concerned about the level of yields at this end of the curve," Mr Richardson said. "In the past three weeks there has been nothing to dent the market's view that inflation in the UK is under control. But further out we could see inflationary pressures starting to build up. The level of funding envisaged for 1993-1994 will not be a problem - as long as all the other factors are under control, of which inflation is

Many analysts believe that on Budget day, Mr Norman Lamont, the chancellor, will announce a new programme of gilt auctions which will ram home the implications of the large volume of funding around the corner.

It could be that after this the appreciable rally in the gilt market, which was a promi-nent feature of 1992, will start

Peter Marsh

(This announcement appears as a matter of record only)

US\$ 10,000,000 **COMMON STOCK OFFERING** 

### BIOQUEST VENTURE LEASING COMPANY - A N.V.

The offering raised funds outside the United States to acquire equipment subject to leases with emerging biotechnology and biomedical companies in the United States.

Placement Agent:
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PIERSON, HELDRING & PIERSON INVESTMENT FINANCE (U.S.) INC.

ABERLYN CAPITAL MANAGEMENT LIMITED PARTNERSHIP

FAISAL FINANCE (SWITZERLAND) S.A., GENEVA (A member of the Dar Al-Maal Al-Islami Group)

ISLAMIC INVESTMENT COMPANY OF THE GULF, BAHRAIN (A member of the Dar Al-Maal Al-Islami Group)



December 1992

### Notice to Holders of

### Medical Care International, Inc.

63/4% Convertible Subordinated Debentures Due 2006

Notice is hereby given that Medical Care International, Inc. has executed a First Supplemental Indenture, dated as of February 11, 1993, supplementing the Indenture, dated as of October 21, 1991, pursuant to which the 6%% Convertible Subordinated Debentures Due 2006 were issued and are outstanding. Pursuant to the First Supplemental Indenture, effective September 9, 1992, Medical Care America, Inc. assumed all obligations of Medical Care International, Inc. under the Debentures and the Indenture, and the shares into which the Debentures are convertible are now shares of the Common Stock of Medical Care America, Inc. In addition, pursuant to the First Supplemental Indenture, effective February 11, 1933, Texas Commerce Bank National Association, whose principal corporate trust office is located at 600 Travis Street, Houston, Taxas 77002, U.S.A., succeeded New First City, Texas-Houston, N.A., legal successor to First City, Taxas-Houston, N.A., as Trustee under the

MEDICAL CARE AMERICA, INC.

### Notice of Dividends in Shares and Subscription Price Adjustment



### **Daewoo Corporation** U.S. \$150,000,000 5%% Bonds due 1996 with Warrants

Notice is hereby given to the Warrantholders of Deswoo Corporation that at a Meeting of the Board of Directors held on December 14, 1992, Daswoo Corporation resolved to declare dividends in Shares to the Shareholders registered as of 05:00 p.m. on December 31, 1992 in proportion of 0.05 Share per one Share and the payment of the dividends in Shares was approved by the Shareholders at the General Meeting of Shareholders held on February 26, 1993 and as a result of dividends in Shares the Subscription Price was decreased from Korean Won 17,248 to Korean Won 16,819 per Share effective retroectively January 1, 1993.

By: The Chase Manhattan Bank, N.A. London, Principal Paying Agent and Warrant Agent

March 8, 1993



### RED 8 1/2 94..... ORP 9 1 4 00..... WD 8 94 M 7 1 4 02..... IA 1/8 98 E SANKING O 15 PERP RIA -D 15 05 DM -00000 +00000 +14 WEMOURS 81/2%\_\_\_ 0 15 % STRALIA O 15 PERP. K-18% R FINANCE 1/32 98 OM... LECOM FIN 8 1/2 94 1/4 00 RCH MORT 0.2 19 £.... BK FIN 8 5/8 94\_ 118951 LIBK-0.1595 DW. FRAIF 96 FR IN 0.05 94 0M W 1/4 98 TOURA 0.05 99 -:01 4 BENZ UK 10 374 96 0 1/2 14 ETS 0 1/2 07 SWIDE ANGLIA 13 1/2 00 10 11 1/8 01 1 *\\$\\$\\$\\$\\$\\$\\$* 學校 NAME 7 177 64... CE711497.... WER79802

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Revival of investor interest in Latin America AN APPETITE for extra yield, at a the debt crisis of the early 1980s time when low interest rates are squeezing returns, has encouraged investors to return to the market for Latin American bonds. Although the market is noted for its volatility, the relatively strong economic performance of the region in the last few years has ensured a me puncts observed to afacturing sector that the sector to a many was sugar to a common processing in common to a steady tightening of yield spreads

INTERNATIONAL BONDS

relative to the US Treasury market. The market suffered a setback at the end of last year, when oversupply caused yield margins to widen substantially. However, those wider margins, reviewed at the start of the year, started to attract investors back to the market.

The range of investors has already broadened considerably. Initially dominated by flight capital ~ funds invested by Colombian nationals - the market has been taken up by a growing number of specialist funds. Institutions are starting to dip their toes in the water, buying Latin American securities as a small part of large and diversified portfolios.

In the meantime, the number of

sovereign borrowers able to tap the market continues to grow, as the re-entry of Latin American countries to the international capital markets progresses, in the wake of

US DOLLARS

YEN

Dalwa Seikof(a) Casio Computer Co.(b)4

Rabobank Nederland(n)#

Dowa Mining Co.(f)4 Eurofima(g)†#

Mitsut Fudosan Co.

Uruguay, which completed its first Eurobond last year, is about to return to the market with a fiveyear deal, arranged by Chase Investment Bank, which is expected to yield about 295 basis points over

the five-year US Treasury. Colombia will make its debut in early April, with a \$100m issue of five or seven-year Eurobonds, via Bankers Trust. The deal for Colombia, which never rescheduled its debt, has already attracted strong investor interest, bankers said.

Some bankers believe that Peru - or a government-owned company - may also tap the market this year, after having implemented a number of economic reforms last year. Ecuador is also cited as a potential new borrower.

However, bankers have become increasingly frustrated in their efforts to bring Chilean borrowers to the market. The government has clamped down on foreign borrowing, barring banks from tapping the market and restricting all but a few companies. "Every time you get a mandate, the Chilean authorities change the rules, effectively block-ing the market," complained one

Chile has an active domestic mar-

Coupon

Mar. 1997

Mar.1997 Mar.2000

Apr.2005

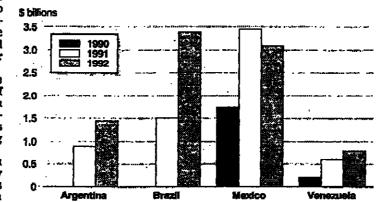
Apr. 1996 Mar. 2000

Jun. 1997

Dec. 1998



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is available, but the amounts are small. In addition, banks are keen to raise dollars in the international market to on-lend to companies for their export business. However, CTC, the Chilean telecommunications company, is said to be preparing a convertible bond issue via Goldman Sachs.

Borrowers are also beginning to tap markets other than the dollar market. Venezuela is said to be planning a DM350m-DM400m issue

6,278

3.913

**NEW INTERNATIONAL BOND ISSUES** 

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**ECUS** 

GUILDERS

ABN Amro Bank

Northern Rock Bidg.Soc.

CANADIAN DOLLARS

Council of Europe(e)

Province of Ontario(i)#

ket, where funding of up to 20 years of five-year bonds via Commerzbank (having just issued three-year dollar bonds in the domestic Colombian market). Apasco, a foreignowned Mexican cement company, is also planning to tap the D-Mark sector, via Dresdner, according to bankers. A number of deals are also in the pipeline in the dollar market,

> There is still some bad news about, however. Sentiment on Brazil is increasingly negative,

> > Mar.2003

Nov.2001

8.67

Brazilian banks.

including issues for Argentine and

finance minister did not worry the market. Bankers are concerned about the financial position of the country and some companies, and fear the signing of the Brady plan on debt restructuring may still be

some way off. In addition, although spreads can tighten dramatically in this market, when they become too narrow the incentive to buy riskier paper disappears. In recent weeks, corporate paper, which had been trading at rather wide spreads, has prompted most interest. For example, sevenyear Cemex paper tightened from 450 basis points to 380, because it was perceived to offer a high yield.

The market's volatility still scares off some investors. Part of the prob-lem, according to some specialists, is that relatively few banks are active in this area, and they may not allocate substantial capital to

dealing in Latin American bonds. However, there are signs that more banks are deciding that Latin American business is worth getting. For example, Deutsche Bank, which has not been an active arranger of Latin American bonds, recently managed a D-Mark issue for Mexico.

Book runner

101.275 Daiwa/ UBS P&D 7.064 101.764 SG Warburg Securities 10.178

Merrill Lynch Intl.

102.405 JP Morgan Securities

105.3 Goldman Sachs Inti.

100.75 ABN Amro Bank

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### RISK AND REWARD

### An unprecedented performance by the UK's fund managers



IS measuring the performance of fund managers becoming as much an art as fund management itself? New figures due this week from Combined Actuarial Performance Ser-

vices, the Leedsbased pension fund performance measurement service, are likely to stir the debate further. According to CAPS, the average

UK fund manager outperformed the FT-A All-Share Index by a best-ever 1.8 percentage points, earning a median return of 22.4 per cent on a portfolio of UK equities against a 20.6 per cent return on the FT-A.

Meanwhile, WM Company. another pension fund measurement service, calculates that the average return generated by institutional fund managers in UK equities was 20.8 per cent, although half the funds in its survey beat the index by one percentage point or more.

The outperformance seen in the CAPS data is unprecedented, says Mr John Clamp, chief executive. Between 1982 and 1991, fund managers actually underperformed the FT-A Index in seven of 10 years by an average of 0.89 per cent. They outperformed in only three years, by a more modest average of 0.66 per cent. Similarly, the WM survey finds that fund managers had, for the first time in 1992, outperformed key indices in every stock market at

So what is going on? And if rates of return can be so different, what is the appropriate benchmark against which to measure performance? These questions prove particularly troublesome to pension fund consultants who guide clients into the arms of fund managers. Mr Nick Fitzpatrick, partner at

home and abroad.

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actuarial consultants Bacon and Woodrow, notes that partly because of the role of pension consultants, there has been an increasing concentration of pension funds in the hands of no more than a half-dozen fund managers with consistently good performance. Several of these - Gartmore and Phillips & Drew

Fund Management in particular wildly outperformed the FT-A Index in 1992 and the outperformance of the CAPS median may well reflect the concentration of CAPS clients in the hands of these managers.

But others suggest that differences in actual fund size account for the variations in returns.

Mr Peter Worrington, marketing manager at WM, notes that his company measures returns of 2,500 funds including several in-house managed funds of more than £1bn. Because of their size, many of these maintain an actual or de facto indexed core whose returns will be much closer to that of the FT-A Index. Any outperformance will be

achieved in smaller satellite funds. In contrast, the CAPS survey covers 1,700 pension funds with an average size of £120m and only 3 per cent of which are more than £500m. These pools are more likely to eschew indexation, assigning mandates which pay performance. related fees for outperforming a

But even if the degree of outperformance varies between measurement services, why should the active managers have done far better on average than the market as a

Mr Clamp says that the small companies factor may be at work. Indexers, unlike 1992's most successful fund managers, would have been required to hold small compa nies "and these were dogs last year," Mr Clamp notes.

But could the underweighting in small companies spell trouble for 1993? In the first two months of this year, the FT Small Capitalisation Index rose 12.1 per cent against a 2.4 per cent rise in the FT-A. Also, the consultants say, several

of the biggest fund managers had particularly good stock selection. Gartmore, for instance, was said to have switched heavily into recovery stocks immediately after the UK left the ERM. Similarly, Phillips &Drew, with an unusually low 48 per cent weighting in UK equities, concentrated its holdings in the very large stocks which performed best.

But if indices can vary so much, how is a pension fund client to decide which should be the benchmark? Mr Clamp argues that the FT-A remains a valid benchmark for indexed funds. However, perhaps it is time for performance measurement services to devise sub-categorles of their own that would allow clients to compare performances more accurately.

Norma Cohen

### 30bn 30bn 10bn 10bn 10bn 35bn 30bn 20bn 20bn Jun. 1998 Jun. 2000 101.7 101.425 5,27 7,27 Nikko Europe DANISH KRONER Yamsichi Intl./Europel 4.760 Toda Corp. DSL Bank Great Belt Sumitomo Really & Dev. Sumitomo Really & Dev. Sumitomo Really & Dev. 7.27 4.99 5 4.27 7.28 5.26 Nikko Europe Sakura Finance Inti. 4.747 3.851 4.227 Den Danske Bank Kidder Peabody Intl. Jun.2000 101.5 Finance for Danish Industry Great Belt 300 1.5bn 4.125 4.25 4.2 4.8 Daiwa/ Norinchukin Daiwa Europe Goldman Sachs Intl. Mar. 1996 101,1 SWISS FRANCS Jun.1997 Jun.2000 3.808 4.525 Sansel Yusoki Co.(c)\*\* Catena Corp.(j)\*\* ## 25 40 300 Bança del Gottardo Nomura Bank(Switz.) Mar.2000 Mar.1997 100 100 101,475 4.178 3.625 Apr. 1999 Apr. 1998 Credit Suisse D-MARKS 4.5 5.972 ibn Mar. 1998 6,375 101.7 Deutsche Bank Kingdom of Belgium 6.414 7.356 IBJ(Deutschland) Mar. 1998 6.75 7.75 LUXEMBOURG FRANCS Bank of Greece Final terms and non-callable unless stated. APPrints placement. §Convertible quity warrants. Effecting rate note. §Semi-annual coupen, a) Demom. SF;50,000 + 50 warrants. Exercise price: Y714. FX: 78.367/5Fr. b) Demom. \$10,000 + 2 warrants. Exercise price: Y14. FX: 78.367/5Fr. b) Demom. \$10,000 + 2 warrants. Exercise price: Y150. FX: 78.267/5Fr. b) Demom. \$10,000 + 2 warrants. Exercise price: Y150. FX: 78.267/5Fr. d) Pengible with the outstanding EFf.Chn 40 days after payment date. e) Finighte with the outstanding Equipment pays (9.5 × lite 10 year CAIT) + 1.45%; relations 5%, maximum 28%, h) Fungible with the outstanding E400m issued on 97/37. Plus 50 days accrused interest. I) Clobal issue. j) Final terms fixed on 87/35. Callable on 30°955 at 101.5% declining by 0.5% semi-annually. Acceleration clears (180% nuls) applies from 31/3794. Relibring clears: setting date is 24/468, k) Borrowers not name. Calses Francaise de Devetopement. I) Pricad on 87/350 to yield 272-278bp over the 4.62% US Treasury due Feb. 1996. m) Fungible 40 days after payment date with the outstanding CSQ00m issuenced on 187/1992. Plus 37 deep accrused interest. I) Coupon pays (6.5 × the 10 year CAIT) + 1.45%; minimum 5%, maximum 28%, o) Puttable on 25/12/95 at 98.27%, p) Callable at any time at the higher of par or a yield level with the 9% gift due 2000. q) Borrowers kulf name: Bank in Liechtenstein Finance(Cayman Islands). Note: Yields calculated on ISMA basis. 500 Mar.2003 10 7.625 102 25 RII FRENCH FRANCS Electricité de France(d) Dec.2002 9.7 49.5 Paribas Cap.Mkts. 7.521 STERLING 101.37 CSFB/ Goldman Sachs 7.922 British Gas Mar 2003 200 200 150 Mar.2000 Jun.2003 101.55 100.843 CSFB/ Goldman Sachs Samuel Montagu Deutsche/ S.Montagu 7.334 7.869 6.847

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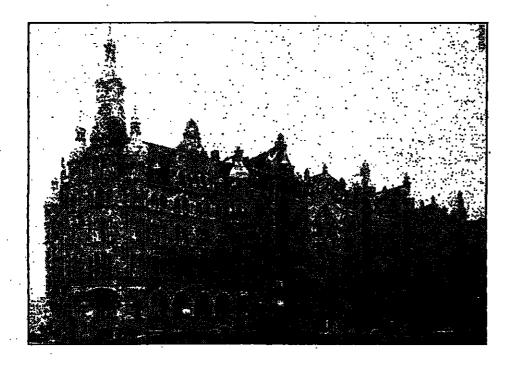
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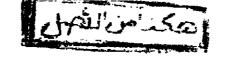
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### CURRENCIES, MONEY AND CAPITA FOREIGN EXCHANGE AND MONEY MARKETS After the payroll

FOREIGN exchange dealers confidence will also be will focus their attention on this week's US economic indicators, following a remarkable European exchange rate

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### UK clearing hask base lending rate policy. 6 per cent On 7 from January 26, 1993

Michigan survey of consumer 18.

**CURRENCY MOVEMENTS** 

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Morgas Gearanty changes: average 1980-1982-100. Bank of England Index (Base Average 1985-100) \*\*Rates are for Mar.4

Sterling
U.S Dollar
Canadian Dollar
Asstrian Schilling
Belgian Franc
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CHICAGO

U.S. TREASURY RRLLS (EMM) Sim points of 100%

PHILABELPHIA SE £/5 SPTROS £31,250 (cods per £1)

cators, following a remarkable employment report released last Friday, writes James Bitz.

The non-farm payroll report showed a rise of 365,000 in February, against market expectations of, at best, 150,000. This has led dealers to think that the US economy is showing signs of maintaining its recovery from recession.

European exchange rate mechanism should be calmer this week, following the Bundesbank's surprise cut in its repo rate on Friday. However, dealers will closely scrutinise the latest stage of the solidarity talks in Germany, the successful conclusion of which is seen as an important requirement for an aggressive easing of an aggressive easing of

On Thursday and Friday, Chancellor Helmut Kohl will meet the heads of Germany's Some analysts were reluctant regions for talks on how to at the weekend to set too much reduce the German budget

at the weekend to set too much store by this latest figure, because around 90 per cent of the rise reflects an increase in people doing part-time jobs.

The market will therefore look for further indications of an upturn in the US economy in Thursday's retail sales figure for February. The market is expecting a monthly reduce the German budget deficit.

The solidarity pact is unlikely to be completed for some time yet. But a successful agreement on how to divide up the cost of developing the eastern part of the country between the government and the regions could encourage the Bundesbank council to market is expecting a monthly rise of around 0.3 per cent. Friday's University of when it next meets on March

£	IN NE	W YO	RK	OTHE	R CURRE	NCIES
Mar.5	Clos	-	Previous Close	Argentina Anstralia	1.4465 - 1.4480 2.0455 - 2.0475	0.9980 - 0.9990 1.4120 - 1.4130
-	. 300-2	42pm 02pm 90pm cents apply	4555 1 4565 0 39 0 389m 1 04 1 025m 2 97 2 90pm to the US dollar	tran	8 6650 - 8 7145 319,950 - 326 250 11,2005 - 11,2130 2200,00° 1143,95 - 1162 45 0 44530 - 0,44630	7.7320 - 7 7330 1485 00° 790.30 - 796.50
•		Mar.5	Previous	N. Zealand Sauch Ar	2.7485 · 2.7535 5 4295 · 5.4405	1.8960 - 1.8995
8.30 at 9.00 at 10.00 at 11.00 at 1.00 pt 2.00 pt 3.00 pt 4.00 at 1.00 at 1.00 pt 4.00 at 1.00		77.5 77.8 77.8 77.8 77.1 77.7 77.8 77.9	77.3 77.4 77.4 77.3 77.3 77.3 77.2 77.2 77.3	Singapore S.Ai (Cm) S.Ai (Fn) Taiwao U.A.E "Floating rat	2.3825 - 2.3885 4.5750 - 4.5860 6.6500 - 6.6735 37.40 - 37.50 5.3365 - 5.3290 E. Iras Official rate	

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	rate %	Drawing Rights	Currescy Unit									
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27 10/01 us af 10		*		JAPANE Y12,5m	SE YEN (IMM) S per Y100			
111-17 110-10 109-05 108-01	High 113-26 112-15 111-06 109-29 108-01	110-09 109-03 107-31 106-29	Prev. 113-13- 112-02 110-25 109-18 108-13	Mar Jun Seo	0.8502 0.8503 0.8511	High 0.8500 0.8596 0.8545	0.8496 0.8486 0.8486 0.8516	Pres. 0.8571 0.8571 0.8576
106-31 105-31 105-02 104-08	105-31 105-31 105-02 104-08	106-31 104-29 103-28 104-08	107-10 106-09 105-11 104-17		E MARK COM XXQ 5 per DM			
103-18 RY BBLLS 100%	103-18 (1874)	103-18	103-27	Mar Jun Sep Dec	Close 0.5986 0.5417 0.5866 0.5828	High 0.6098 0.6020 0.5750	1,04 0.5971 0.5900 0.5860	0.6090 0.6017 0.5962 0.5919
0202 96.93 96.74 96.46	High 97.08 96.94 96.66	96.85 96.65 96.36	Prev. 97.03 96.90 96.63		IGHTH EURODI	ALLAR ON	<u>.</u>	
<b>46 (MA)</b>	•			aklar Jen Seo	Close 96.74 96.62 96.40	High %.85 %.79 %.62	%.73 %.53 %.28	Prev. 96.81 96.73 96.57
Clear 1.4470 1.4370 1.4300	High 1.4580 1.4470 1.4350	Low 1.4430 1.4330 1.4260	Pres. 1.4536 1.4434 1.4356	Dec Mar Jun Sep Dec	95.88 95.88 95.21 94.79	% 29 % 12 95.79 95.45 95.02	95.88 95.71 95.36 95.81 94.61	96.23 96.07 95.73 95.40 94.97
COMMO S per SFr				STANDAS S500 Um	ND & POORS 56 65 Videx . Close		Law	Prev.
Close 0.6469 0.6436 0.6419	High 0.6580 0.6525 0.6500	0.6436 0.6405 0.6380	Pres. 0.6573 0.6537 0.6517	Mar Jun Sep Dec	446.00 446.55 447.05 447.65	High 450.60 450.90 451.20 451.60	445.50 446.60 446.60 447.30	447.76 447.76 448.05 448.75
A SE E/S	<b>SPTTRIKS</b>							

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					NEW YORK			Treasury	Bills and	Bonds
LESE Y	Close	High 0.8600 0.8596 0.8545	0.8498 0.8486 0.8486 0.8516	Pres. 0.8571 0.8571 0.8576	4pm  Prime rate Broker loan rate	- 5	One month Two worth Three month Two year Two year		3.01 File; 3.06 Sees 3.18 10-je 3.37 30-je	760r 1967 1962r 197
·					Mar.5	Drestight.	Que Month	Teo Months	Three Months	Sit. Months
	ARK CEAR per DM	_			Frankfart	8.40-8.60 11.2-11.4	8.35-8.45 113-113	8.05-8.15	7.90-8.00 11-5-11-5	7.40-7.50
	Close 0.5986 0.5417 0.5866 0.5828	Higa 0.6048 0.6020 0.5750		Pres. 0.6090 0.6017 0.5962 0.5919	Parts Zurich Zurich Ansterdam Totspo Milas Brassets Oublin	55-51 818-82 34-33 114-114 84-84 104-11	54-54 800-810 38-38 114 83-84 124-13	14-144	54-51 7.65-780 114-112 84-84 134-144	13-1314
	H EUROD 100%		(FEM.)				-			
_	Close 96.74 96.62 96.40	High %.85 96.79 96.62 96.29	96.73 96.53 96.28	Prer. 96.81 96.73 96.57		OND	ON M	ONEY	RATE	S
	95.88 95.88 95.54 95.21	% 27 % 12 95.79 95.45	95.88 95.71 95.36 95.01	96.23 96.07 95.73 95.40	Mar 5	Overnigt	rigue	One Month	Three Months	Six Month
ARD A Intel in	94.79 POORS 5	95.02	94.61	94.97	Interbank Offer		51 <sub>0</sub>	614 614 614	651511 5555	5 % 5 % 5 %
	Glose 445.00 446.25 447.05 447.65	High 450.50 450.90 451.20 451.80	445.50 446.60 446.60 447.30	Prev. 447.25 447.70 448.05 448.75	Local Authority Bonds Discount Mist Deps Company Deposits Finance House Deposits Treasury Bills (Bay) Bank Bills (Bay) Fine Trade Bills (Buy) Dollar CDs. SDR Linked Dep. Offer SDR Linked Dep. Bid	- 6 	6	63 554 554 3.03 555	55 55 3.10 55 55	54 51 51 51 51 51 51
	_				ECU Linked Dep. Offer ECU Linked Dep. Bld		_ =	91 <sub>2</sub>	9%	51 91 81
Mar 0.03 0.06 0.27 1.14 2.93 5.24 7.64	A 0.5 1.0 1.8 3.0 4.5 6.4 8.5	6 9 1 9	May 1.07 1.75 2.64 3.88 5.43 7.23	Jan 1.58 2.36 3.32 4.60 6.14 7.84 9.77	Treasury Bills (sell); on Bank Bills (sell); one-tender rate of discount. 26, 1,993. Agreed rail. Schemes II & III: 7.47 Scheme IV&V: 6.228 days' fixed. Finance No. 6); Deposit £100,000 at three-six months 5 per cess 1200,000 24, one cess	menth 513 5.3717 . EC es for perlo p.c. Refere p.c. Local / ese 8ase R and over hele pent: six-nii	per cent; the 25D Fixed Rand March 24, since rate for p Authority and late 7 from M d under one m me months 43	ee months in Sterling E 1993 to Apperiod Janua Finance Ho larch 1 , 199 onth 2 in pe	ili per cent: sport Financerii 25, 199 sry 30, 1993 susses seven d 33: Certificat r cent; one-ti ne-lwelve m	Treasury  z. Make u  93, Schem  to Febru  ays' notic  les of Tax  bree proof:  asths 41-1

**FT-ACTUARIES WORLD INDICES** Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS		•	FR	DAY MA	RCH 5 1	993				THURSO	AY MARC	CH 4 1990	3	DOL	LAR INC	EX
Figures in parentheses show number of lines of stock	US Dollar Index	% chg (3) since 31/12/92	Pound Sterling Index	Yan todex	DM Index	Local Currency Index	Local % chg from 31/12/92	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	ĎM Index	Local Currency Index	1992/93 High	1992/93 Low	Year ago (approx)
Australia (68)	134.12 148.78	+7.2 +6.1	137.52 152.54	99.75 110.85	116.24 128.94	126.01 128.49	+4.1 +9.5	3.90 1.75	135.00 150.75	137.65 153.72	99.63 111.26	114.79 128.19	125.74 128.10	153.66 186.70	108.18 131.16	144,30 174,82
Austria (18) Belgium (42)	141.86	+6.3	145.25	105.35	122.77	119.48	+9.4	5.05	141.94	144.73	104,75	120.69	117.98	152.27	131.19	139.29
Canada (113),	122.20	+5.7	125.29	90.87	105.90	110.52	+3.8	3.03	121.93	124,33	89.98	103.67	109.66	142.12	111.36	133.44
Denmark (33)	201.71	+8.4	206.82	150.01	174.82	175,44	+ 10.5	1,31	203.95	207.96	150.52	173.42	174.27	273.94	181.70	237.34
Finland (23)	74.94	+7.7	78.84	55.73	64.95	94,92	+24.2	1,45	75.20	76.68	55.50	63.94	93.82	89.60	52.84	79.47
France (98),	158.42	+6.3	160.38	116.32	135.55	138.69	+8.7	3.24	158.53	161.65	116.99	134.79	138.20	168.75	136.93	152.86
Germany (62)	111.49	÷7.2	114.31	82.93	95.62	96.62	+ 10.3	2.37	113.83	118.07	84.02	96.79	96.79	129.69	101.59	118.77
Hong Kong (55)	262.08	+ 18.3	268.71	194.90	227.15	260.18	+ 18.2	3.53	260.88	266.01	192.53	221.84	258.96	262.28 173.71	176.35 122.98	203.54 159.27
Ireland (16)	137.62	+1.4	141.10	102.34	119.27	133.23	+ 13.0	3.94	141.93 64.28	144.72 65.54	104.74 47.43	120.68 54.65	134.62 75.09	80.86	47.47	71.39
Italy (75)	63.69	+16.1	65.30	47.36 80.30	55.20 93.59	74.92 80.30	+24.1 -3.1	2.70 1.04	108.66	110.80	80.19	92.41	80.19	140.95	87.27	113.48
Japan (472)	107:98	+ 2.8	110.71	206.58	240.73	280.18	+8.4	235	277.06	282.51	204.48	235.58	279.30	282.42	212.49	240.17
Malaysia (69)	277,77	+6.2	284,80		1305.31	5109.76	-9.1	1.17	1518.22	1548.08	1120.44	1290.94	5140.02	1789.77	1185.84	1740.42
Mexico (18)	1506.12		1544.24	1120.08	139.92	138.08	. +9.9	4.16	162.72	165.92	120.08	138.36	136.58	189.70	147.88	149.35
Netherland (25)	161.44	+6.6	185.52	120.06 33.72	39.29	45.69	+3.1	4.10	45.22	46.11	33.38	38.45	45.43	48.52	37.39	45.47
New Zealand (13)	45.34	+5.7 +2.1	46.49 144.17	104.57	121.87	134.50	+4.0	1.95	140.16	142,91	103.44	119,18	132.26	192.95	128.05	166,77
Norway (22)	140.61 222.73		228.37	185.65	193.03	168.90	+4.7	1.96	223.80	228.20	185.16	190.29	169.45	229.63	179.65	205.44
Singapore (38)	164.65	+ 4.4 + 11.2	168.82	122.45	142.69	163.57	+4.1	3.08	160.78	163.94	118.65	136.71	161.48	263.60	134.21	215.15
South Africa (60)	126.76	+8.7	129.96	94.27	109.85	113.98	+ 12.6	5.28	126,87	129.36	93.63	107.87	112.88	161.72	107.10	153.88
Spain (46)		-0.3	169.30	122.80	143.11	189.14	+9.1	2.05	164.87	168.11	121.88	140.19	186.71	200.28	149.89	181,14
Sweden (36)	165.13	- 0.3 - 1.8	113.82	82.56	96.22	108.40	+3.6	2.03	113.09	115.31	83.47	96.17	106.39	122.37	95.99	97.48
Switzerland (56)	111.01 170.31	-12	174.62	126.65	147.59	174,62	+3.5	4.20	170.29	173.63	125,66	144,78	173,63	200.07	161.88	173.91
United Kingdom (225)	182.14	+23	188.75	135.48	157.86	182.14	+2.3	2.78	182.65	186.25	134.80	155.32	182.65	183.74	160.92	185.18
USA (522)	192.14	T 2.0	-100.73													
Europe (778)	139.94	+ 2.9	143.48	104.07	121.29	133.92	+7.3	3.49	140.99	143.76	104.05	119.88	133.33	156.88	131.31	142.90
Nordic (114)	152.08	+2.6	155.92	113.10	131.80	153.03	+ 10.0	1.81	152.38	155.36	112.44	129.55	151.28	188.52	141.24	172.77
Pacific Basin (715)	113.99	+3.9	118.87	84,77	98.79	87.10	- 1.4	1.38	114.61	116.87	84.58	97.45	86.99	141.97	93.70	117.40
Euro - Pacific (1493)	124,48	+3.4	127.63	92.57	107,88	105.48	+2.4	235	125.28	127.74	92.45	106.52	105.19	145.21	113.80	127.86
North America (835)	178.41	+ 2.4	182,93	132,70	154.65	177.28	+2.3	2.79	178.88	182.40	132.03	152.13	177.71	179.60	158.70	163.14
Europe Ex. UK (552)	121.09	+5.9	124.15	90,07	104.97	111.24	<b>∔</b> 10.0	3.01	122.63	125.04	90.52	104.29	110.84	132.98	111.33	123.80
Pacific Ex. Japan (243)	172.82	+11.0	177.19	128.54	149.79	158.41	+9.8	3,40	172.86	176.26	127.59	147.00	158.35	175.31	146.08	156,16
World Ex. US (1684)	125.67	+3.5	128.85	93,47	108.92	107.51	+24	2.37	126.39	128.87	93.28	107.47	107.20	146.91	115.99	130.05
World Ex. UK (1980)	141.20	+3.4	144.77	105.01	122.38	126.16	+22	2.36	141.91	144.70	104.73	120.67	126.17	150.58	127.21	137.77
World Ex. So. Al. (2146)	143,70	+29	147.34	106.68	124.55	130.05	+2.3	2.54	144.38	147.22	106.56	122.78	130.00	153.05	130.04	140.46
World Ex. Japan (1734)	163.96	+3.0	168.11	121.95	142.12	159.89	+4.2	3.05	164.59	167.83	121.48	139.97	1 <del>59</del> .85	165.40	151.93	158.71
				106.90	124.58	130.38	+23	2.54	144,38	147.22	106.56	122.78	130.32	153.70	130.68	140.92
The World Index (2206)	143.74	+3.0	147.37	100.50	124.00	130.00	1 20		144100		174154					

Base values; Dec 31, 1986 = 100; Finland: Dec 31, 1987 = 115.097 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Nordic: Dec 30, 1988 = 139.65 (US \$ Index), 114.45 (Pound Sterling) and 123.22 (Local).

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Constituent change during the week ending 5/3/93: Name change: Cold Storage Hidgs. to Goodman Fielder Asia Hidgs. (Singapore).

Mar 5	Day'4 spread	Close	Cor month	0.3	Three months	- 1
75 Canada Vetherlands Seiglem Seiglem Sermany Purtugal Sealin Sea Sealin Sealin Sealin Sealin Sealin Sealin	10.0950 - 10.2190 6.0600 - 8.1975	1 4455 - 1 4465 1 8055 - 1 8065 2 7050 - 2 7150 49 40 - 49 50 9 2425 - 9 255 0 9910 - 0 920 171.65 - 172 122 227 00 - 227 80 10 1850 - 10 1950 1 1675 - 170 15 1 1 1625 - 1 1 1925 1 1 1675 - 170 15 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 45-0 53css l <sub>2</sub> -3 <sub>p</sub> rak 175-194cdis	3 49 0 96 1 - 2 17 1 - 5 19 1	102-0 99pm 027-0.00pm 14-1.3-05 29-36dbs 19-3-24-55 125-1 40de 12-1.3-05 28-36db 68-5-05 68-5-05 68-11-1-05 14-12-1-05 14-12-1-1-05 14-12-1-1-05 0-3-1-05 0-	20124-0-284-0-2-1-0-1-0-1-0-1-0-1-0-1-0-1-0-1-0-1-0

DOLL	AR SPOT	FORWAR	D AGAIN	IST	THE DOL	LAR
Mar 5	Day's spread	Close	One month	% %	Tieree records	Pà.
foresy France wedde	33,70 - 34,25 6,2900 - 6,3975 1,6380 - 1,6725 151,95 - 154,00 117,70 - 118 80 1559,00 - 1581,00 6,9630 - 7,0500 5,5640 - 5,6695 5,5640 - 5,6695 116,30 - 117,85 116,30 - 117,85	1465 - 1446 1.459 - 1450 1.268 - 1267 1.573 - 1875 1.573 - 1875 1.573 - 1875 1.545 - 1.53 154.75 - 153 154.75 - 157 7.459 - 7.650 1.750 - 17.70 11.693 - 11.695 1.545 - 1.548 1.545 - 1.548	0.83-0.84pinis 162-172cris 150-175cris	- ルトトン・シャン・ウェン・ウィン・カン・カン・カン・カン・カン・カン・カン・カン・カン・カン・カン・カン・カン	1 02-0 99m 2 85-3 0544 0 70-0806 2 70-2 1544 4 3,00-7,0048 1 7 00-23 0048 1 7 00-23 0048 1 2 3 4 4 5 6 1 2 3 5 7 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	281145345181318188441561488 477747111775849188
commercial receives and	ates taken towards the discounts apply to t	end of London trading he US dollar and not	to the individual co	co are qu	oced in US currency.	Forward

	EXCHA	NGE	CR	oss	RAT	ES			
Mar.5 & \$	DM Yes	F Ft.	S Ft,	N FL	Lira	CS	Ø Fr.	PLa.	Ecu
E 1 1.446 \$ 0.692 1 0.600 (DH 5.872 8 49) 5 Fr. 1.224 1.769 5 Fr. 0.347 0.647 KFL 0.349 0.535 Line 0.439 0.635 CS 0.554 0.801 1 Fr. 2.022 2.724 DP 0.635 0.801 1 Fr. 2.022 2.724 Ean 0.806 1.165	1.667 117 0 1 70.66 14.15 1000 2.949 208.4 1.078 76.20 0.889 62.84	5.652 3.391 47.99 10. 3.667 3.916 3.588 4.525 4.525 4.752	2 235 1.546 0.927 13.12 2 735 1 0.825 0 981 1 238 4 520 1 299 1 801	2.710 1.874 1.124 15.91 3.316 1.213 1 1.190 1.501 5.480 2.184	2278 1575 945.2 13376 2787 1019 840.6 1000. 1261 4607 1324 1836	1.806 1.249 0.749 10.60 2.210 0.808 0.666 0.793 1 3.652 1.050 1.455	49 45 34 20 20 52 290,4 60,50 22,13 18,25 21,71 27,38 100 28,75 39,85	172.0 118.9 71.37 1010 210.4 76.96 63.47 75.50 95.24 347.8 100.	1.241 0.858 0.515 7.287 1.518 0.555 0.458 0.545 0.545 0.587 2.510 0.722
per 1,000: French Fr	. per 10: Lira pe	r 1,000- B	ielgian F	r. per 10	XO. Peset	a per 10	0.		

Mar 5	Short	7 Days	(ite	Tirree	Siz	One
	term	notice	Month	Mentils	Months	Year
terilag. 5 Dollar so, Dollar stel Galider stel Galider stel Galider stel Franc stel Franc stel Galider	6 28 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	6 3 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	61 - 61 - 61 - 61 - 61 - 61 - 61 - 61 -	524,544,544, 544,544,544,44,444, 114,644,44,444, 114,644,444,444,444,444,444,444,444,444,	######################################	54 - 54 54 - 54 54 - 64 64 - 64 64 - 64 64 - 64 74 - 74 74 - 74 12 - 11 13 - 13 14 - 13
ng term Eurodolla	rs: two years 4,	,-4,2 per cent;	three years 472-	45 per cent; fi	our years 54-51	no days' notice
ars 55 <sub>1</sub> -51 <sub>2</sub> per cen	t nombal. Ster	t term rates are	call for US Dol	lar and Japanes	R Yes, others, to	

1.00 a.m. Mar.5)	3 months US dollars	6 meetle US Dolfars				
bld 3¼	offer 34	bid 34	offer 34			

Bank, Bank of Tokyo, Deutse	te Ba	sk, Banque National de Paris	and Mor	an Gueranty Trust.
		MONEY RA	TES	<b>;</b>
NEW YORK		Treasu	ry Bill	s and Bonds
4pm. Prime rate	6	One month Two worth Three month Six month	2.99 3.01 3.06 3.18	Three year

fipm Prime rate	. 6 5 - 3	Dee month Two worth Taree month Tx worth Tx year		3.01 Fier 3.06 Sees 3.18 10-ye 3.37 30-ye	763r 65r 763r 763r 8r	512 553 589
Mar.5	Drestlight.	Que Month	Teo Moeths	Three Months	Sit. Months	Lombard Intervention
raukturt	8.40-8.60 112-113 55-55 8.18-8.25 32-32 114-114 84-83 104-11	8.35-8.45 113-114 51-53-8.00-8.10 38-38 114-83-11 124-13	8.05-8.15 - - - 14-14-4	7.90-8.00 113-115 54-55 7.65-7.80 113-112 84-82 134-145	7.40-7.50	9.00 9.10 - - - -

Mar 5	Overnight	7 days notice	One Month	Three Months	Six Months	One Year
terbank Offer	64	63	6 is 6 is 6 is	45555	514	55.0
terbank Bid	4	54	68	} 5 <u>}</u> }	5%	5,
erting CDs	l <u>.=</u>		6.4	5%	鸶	58
cai Authority Deps	54,	5%	6.4	5弦	55 [	58
ocal Authority Bonds	-	-	-	l - i	- 1	-
iscount Mikt Deps	6	6	-	I - I	- 1	-
ompany Deposits	: -	-	l	1 - 1	· . <del></del>	
nance House Deposits	Ξ	_	614 514	ا بي	54	58
easury Bills (Boy)	- 1	-	2.5	55	55	-
ank Bills (Buy)	1 <b>-</b> 1	_	24		55	-
ne Trade Bills (Buy) .	<u>-</u>	=	l	3.10	3.23	
oliar CDs.	<b>-</b>		3,03	1 510		3.36
OR Linked Dep. Offer .	- 1	= :	51/2	54	5%	24
OR Linked Dep. Bid CU Linked Dep. Offer .	! <u>-</u>	= '	51 95	l 26 i	37 (	~
CU Linked Dec. Bid i		_		37	51 91 81	51 <sub>8</sub> 5 84 84
.u cinken vep. 616	1	- 1	912	7 74	- 525	018
reasury Bills (sell); one- lank Bills (sell); one-m- ender rate of discount 5. 6, 1993. Agreed rates chemes II & III; 7,47 p cheme V&V: 6,228 p. avr. fixed, Finance Hoss	3717 . ECGI for period i .c. Reference c. Local Aut	) Fixed Rate March 24, : rate for pr hority and	e Sterling Ex 1993 to Apr Priod Januar Finance Hor arch 1 , 1991	cport Financi vii 25, 199 ry 30, 1993 uses seven da	t. Make up d 3, Scheme 1 to February lys' notice, c is of Tax Des	ay Febr 26 , 19 26 , 19 Schers 9 Sosit (S

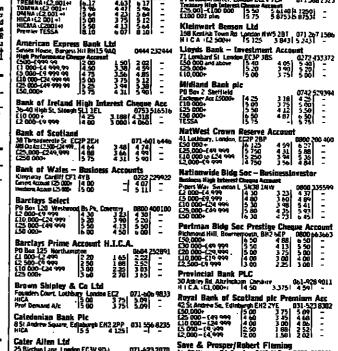
		4		<u> </u>	TS							
_	-		L	OND	ON RI	ECENT	155	ŲES	5			
EQL	JITI	IE\$							_			
lssue Price	Am et Paid US	Lates Remon Date	4	Pr3	5	lack	Closing Price	tor	Het Drr	Times Gross Cou a Yield		P/€ Ratio
51 5210 - 100	F.P. F P F P F P F P	1	72 94 280 96 28 100 25	52 91 262 84 18 98 21	inil. Face M Milerlin int! Motor Work New City & I Do Warrant Priot les Irs Do Warrant;	Consumed inv 5 5t	alts		н3 4 186 3 - -	25	18 31	16 9
		_	FI	XED	INTE	REST :	STO	CKS	<u> </u>			=
bsue Price £	1	FIGURE Paud MD	Latest Renenc Ozne	High	1993 Low	-	Stoc	h.		Pr	jung nor E	+ or
100p 100p 100p 100p		P. P.	:	1150 120% p 11150 114% 600	115129 10548 1094	Airtours 6-5 p i Bristol Water I Commercial Ur NFC 7 5 pc Cv Mertin Int) Con	8 % pc Pf 1100 B % p 8d. 2007	e Can. P		լա	150 150 111 590	45 +4 +4 +4 45 +4 +4 +4 45 +4 +4 +4 +4 +4 +4 +4 +4 +4 +4 +4 +4 +4
				R	IGHT:	OFFE	R\$				_	
Price P		nooel Paid UD	Cates Rennac Date	) High	1993 Low		Stock			Close Pre		+&
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60 140 345 16 330 a Annua Hipina		HUI HII HIII HIII HIVIDENC	8/4 13/4 6/4 9/3 2/4 18/5 a Figure	71-pm 19pm 29pm 70pm 6pm 6pm 48pm s based o	149m Trainings House 27pm 15pm 15pm 14pm 14pm 14pm 17pm 14pm 17pm 17pm 17pm 17pm 17pm 17pm 17pm 17				31 <sub>21</sub> 17 lg 29 55; 51 <sub>2</sub> 66; Earelo 163; Y		+1 <sub>2</sub> +2 -1 section	
	enzel ez Armunal Issued Connecci	raings ised div by way hoo with				3 L Estimated prospectus or of d on prospectual log price. In Ru ther. gath Price a						
B	AN	ΚO	FE	IGL/		REASU	RY	BIL		ND r5	ER Feb	_
	ppi (cat cated .	ioes . Led bid Henum i		£100r £514r £100r £98.68 70%	n £100m n £369m	Average rate	of discos	۹L	5.37 5.37 5.44 r £10	47 17°	5 414 5.414 5 488 £10 £97.	18°- 18°- 19°-
WE	EEK	(LY				VORLD	INT	ĒR			_	_
south in Sand 1 . Sand 2 : Sand 3 ! Sand 4 !	acerbar Bill Ten Bills Bills Bills	der	5	6 54 3717 53 53 53	Unch'd  - 1 - 0 0431 Unch'd Unch'd Unch'd Unch'd	MEW YORD Prime rat Federal F 3 Mch. Tr 3 Mch. Tr 3 Mch. Cu FRANKFUR Lambard One mch.	es upds easury & easury Bi )	 	Mar 5 5 306 319 3.10 9.00 8.40		Unch +0.0 +0.0 +0.0 (Inetr	d 5
MYL. Mih. Mik. Fyo	Bank 8	y Bill Mb Mb	1	14. 14. 15.	4	PARIS Intervention	interbank 844 nth 8.32		9.10	-0 175 -0.375 Usehid		5

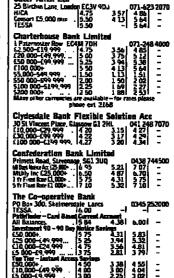
Sand 2 Suits Band 3 Suits Band 4 Suits Band 4 Suits J Mith, Freezery Bill J Mith, Bank 9016 J Mith, Bank 9016 J Mith Bank 901	312 558 312 - 85 85 7725	Unch'd Unch'd '	FRANKFURT Lambard One much lines Three month PARIS Intervention in one mich leise Three month leise Three month one MILAM One month Three month Three month Three month	tate	9.00 8.40 8.325 9.10 11.4 11.4 11.4 12.7 14	Unctrd -0 175 -0.375 Unctrd -15 -15 -15 Unctrd		
BASE LENDING RATES								
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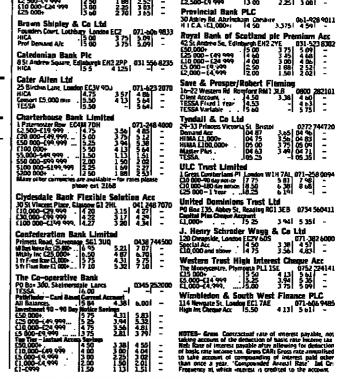
DASE LENDING IXILS									
%	%	%							
Adam & Company	Cyprus Popular Benk	NatiVestminster 6 Nyloredt Mortgage Brik 6.5 GRea Brothers 6 Robburghe Bank Ltd 8 Royal Bik of Scotland 6 GSmith & Willman Secs. 6 Standard Chantered 6 TSB							
CL Bank Modertand	Julian Hodge Benk 6 @Leopold Joseph & Sons 6 Lloyds Bank	● Members of British Merchant Banking & Securities Houses Association							

### **MONEY MARKET FUNDS** Money Market Courts & Co Courts & Co Reserve Account 15 Lorinand St. Lombon ECSV 9AU 17 Lorinand St. Lombon ECSV 9AU 18 Lorinand St. Lombon ECSV 9AU 18 Lorinand St. Lombon ECSV 9AU 18 Lorinand Court 9A 18 Lorinand Street Lorinand Court 9A 18 Lorinand Street Lorinand Court 9AU 18 Lorinand Street Lorinand Court 9AU 18 Lorinand Street Lorinand Court 9AU 18 Lorinand Street Lorinand PLC Pretiner Acc rust Funds Gross City-Gross Net CAR line F Money Management Co Ltd Pembury Road Tortering TM9 2JD 9732 770114 Cush Despit Food | 5 85 - 5 98 Cush Control of 5 95 - 6 8 Cush Color (2 million | 5 95 - 6 19 Cush Color (2 million | 6 95 - 6 19 -| Department | Dep

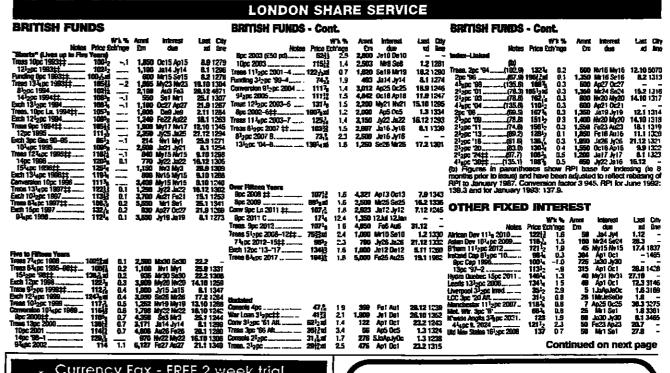
	Money Market Bank Accounts	C1-64 999
	Dairy West City	Halifax Bldg Soc Asset Reserve Cheque Acc
1	Gross Met CAR line	Trintis Road Halifas HX LORG 0435 374373
•	AlB Bank High Interest Cheque Account 8eteca Rd. Unbedge U88 ISA 12,500-19 499   27   1 70   2 97   - 110 000-   3 74   2 81   3 79   -	CS, 003-C9 994 5 00 3 75 5 97 - 10.000-23 998 65 4 24 5 77 - 125 000-124 999 6 10 4 58 6 24 - 150 000 and above 16 85 5 14 7 03 - Julian Hodge Bank Ltd
	Aitken Hume Bank plc	10 Windsor Place Cardiff CF1 381 0222 230600
	30 Crty Road EC1Y 2AY 071-638 6070	10 Windsor Place Cardiff CF1 38% 0222 220000 h little Fined Bate Dep Ac   17 00   5 25   -   -   -
	Treasury Account – for professional advisers Mathly Inc. Acc – for perponal and besidens cleans.	€50 0000 + 16.75 5 0s is a 1 -
1	UP to E9 999   14 cm   1 cm   4 cm   -	10 000 + 6 50 4 88 6 66 - 65 000 + 6 00 4 50 6 14 -
١	L25.000 - £49.999   15.50   4.125   5.44	
- 1	E50 000 or more   5.75 4.3125   5.90   -	Humberclyde Finance Group 5 Bartley Way Hook Bysingstore 0256 760000
١	Money Market amounts – ristes on regords	£50 000+  6 00 4 50 6 14 -
- 1	Allied Trust Bank Ltd	Leopald Jaseph & Sons Limited
- 1	97-101 Cancon St. Loodon, EC4N SAD 071-626 0879 TREMNA (62,001+) [6.17 4.63] 6 17 -	29 Grtsbam Street, London EC2V 7EA 071 588 2323
ı	TOMMA (CZ MOI) IS OF A 421 CO.	Trestory High Interest Chaque Accepts 125.901-(100.000   5.50   5.6140   1250   -
	04(Na (2 00) → 5 64 4 23 5 64 - HICA (2 00) → 5 00 3 75 5 12 - HICA (2 00) → 5 50 4 13 5 64 - Premier TESSA 8.10 + 07 8.10 -	£100 001 ples   5 75 5 8753 6 8753 -
ı	HICRA (2001+) 550 413 564 -	Kleinwart Berson Lid
1	HICRAA (2001+) 550 413 564 - Premier TESSA 8.10 607 810 -	158 Kentish Town Rd London NW5 2BT . 07) 267 1586
-1	American Express Bank Ltd	HICA (2 500H TS 125 3843 5 243 -
. !	Server House, Bargery, Hill RH15 980 0444 232444	Lloyds Bank - Investment Account
- {	High Performance Chome Account	71 Lorebard St. Lendon EC3P 3BS 0272 433372
- 1	(1000-14999 99 Jain 1111 Jain	150 000 and above 5 40 4 05 5 40 - 625,000+ 5 20 3 90 5 20 -
- (	£5 000-(9 999 99   4 75   3 54   4 R5   _	625,000+   520   340   520   - 610,000+   500   375   500   -
1	£10 000-C24 999 99 500 375 512 - C25 000-649 999 99 525 394 538 -	Midland Bank pic

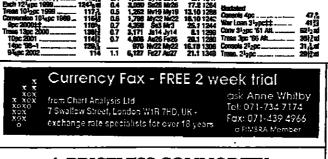






STOCK INDICES										
	Mar 5	Mar 4	Mar 3	Mar 2	Mar 1	Feb 26	1: Kiigh	992/93 Low	Since Co High	empilation Low
FT-SE 100	2922.1	2904.8	2918.6	2682.3	2882.6	2888.0	2922.1	2281.0	2922.1	986 9
FT-SE Mid 250	3107.9	3087.9	3077.9	3050.0	3049.7	3036.1	3107.9	2157.8	3107.9	1379.4
FT-SE-A 350	1442.3	1433.6	1438.0	1421.1	1421 2	1414.2	1442.3	1103.1	1442 3	664.5
FT-A All-Shere	1424,13	1415,75	1419 72	1403.41	1403.48	1396.53	7424.13	1086.13	1424.13	61.92
FT-SE Eurotrack 100	1169.70	1156.15	1158.99	1156.71	1158.20	1139.80	1200.27	937.42	1200.27	900.45
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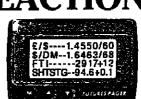
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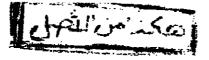
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If you work in the business centres of Malmö, Lund, Stockholm or Gothenburg we'll deliver your daily copy of the FT to your office at no extra cost. Call Bradley Johnson for details (08) 666 0065. - X - Y - Z -371310814374 35 36<sup>3</sup>6 +1<sup>1</sup>8 3 2225 8<sup>1</sup>8 7<sup>7</sup>8 8 0.94 17 912 26<sup>3</sup>4 25<sup>7</sup>8 26 -3 6 280 6<sup>1</sup>8 5<sup>7</sup>8 5<sup>7</sup>8 -3 0.42 14 54 45 43<sup>3</sup>4 44<sup>1</sup>8 -<sup>7</sup>8

MONDAY INTERVIEW

# No time like the present

Edzard Reuter, chairman of Daimler-Benz, talks to Christopher Parkes

dzard Reuter, chair-man of Daimler-Benz, has been preaching revolution for years. Now he has decided that the time and the conditions are right for action. Off his soapbox and up in arms, he has set about transforming the strat-egy and culture of Germany's biggest industrial group. "We now have the impres-

sion that the time has come when we can really implement radical changes of a dimension and kind we had perceived as

necessary earlier," he says.

Appropriately enough, his more public actions have been focused on the elite Mercedes-Benz car division. This is to expand "horizontally" in its upmarket niche, he says. The traditional range will be extended with a leisure vehicle, a people carrier, and a new compact car below the current entry-level 190 series. and embellished with more coupé versions of the existing

If not quite revolutionary, he insists that the switch is nonetheless a "very courageous adaptation" which should not be seen as an attempt to clash head-on with typical full-range manufacturers. "We would never try to get our fingers into the mass production business," he promises.

In one sense, Mercedes will remain as it was: "A car producer in the upper market bracket, aiming at well-to-do customers, producing the highest-quality cars at the highest technical level - but at a price affordable to the necessary number of people." As a result, unit output will increase 'quite visibly"

Strategy has changed because markets and the world have changed, he says. "Competition in our traditional market segment has increased dramatically. We have to face sionally interrupted by very worldwide competition from people working on different cost assumptions and in different situations."

These are the factors steering the group's change of direction and which have obliged Mercedes in the first instance to reject the ancient dogma which insisted that its cars must always bear the 'Made in Germany" label. "These additional vehicles probably have important markets outside Germany or even outside Europe. This means alone we needed to consider producing abroad," he says.
Accordingly, there is a fair chance that a decision will be made later this year to build leisure vehicles in the US, Reuter adds. Meanwhile, smallscale car assembly is just starting up in Mexico. A joint venture with Ssangyong in Korea could also extend the brand's reach into new markets.

People carriers, compact cars and installing capacity close to markets are hardly new con-cepts, and Reuter admits Mercedes has been late to move because it was hobbled by

But that was only part of the problem, and rejection of fixed ideas is only part of Reuter's response. Throughout the group he has implemented measures to slice through the bulky bureaucracy built up since the second world war, and decentralise the entire business. "We want to give more responsibility to more people and ask them to participate in the success of the company themselves," he says. Such moves lie at the heart

of the revolution which has been waiting until now to happen. Again, they are hardly new, but Reuter's ability to introduce them has been hampered in the past by the difficulties of pinpointing the moment when there was the best chance of achieving the necessary company-wide consensus - one element in German management practice which remains inviolable.

Lean management used in this context is only a very rough description of what is going on - what we are aiming at is a change of behaviour," he says.

Postwar German attitudes to work and responsibility have been conditioned by continuous economic growth, occanotes. "At the same time, there has been a steady increase in well-being. That apparently has come to an end for the time being.

The arrival of recession, heralded by the group's announcement last year of the loss of almost 40,000 jobs, has fulfilled one of the conditions necessary for Daimler's domestic revolution - and possibly for sweeping changes in attitudes throughout the rest of German industry and society.

The slump's coincidence with growing awareness of the caused by the sudden impact of



There is a 'feeling that things have to change'

international competitive threat to Germany, plus the harsh economic realities of unification have "added to the general feeling that things have to change", he says.

Now that his strategy is clearly defined, he is talking again, taking his soapbox to every level of the company, talking to hundreds of people, for hours and hours ... talking and taking decisions. But decisions alone are not enough," he admits. "People must under-

### PERSONAL FILE 1928 Born Berlin.

1933 Moved with family to Turkey after his prominent Social Democratic father Ernst Reuter was persecuted by Nazis. 1946 Returned to Berlin,

joined SPD. 1957 Joined Ufa film comparty. 1962 Joined Bertelsmann.

1964 Joined Daimler-Benz. 1976 Daimler board member. 1987 Daimier-Benz chairman.

stand the necessity to change their behaviour. I may be overoptimistic, but I think this company is on its way.

Other companies are moving, too. By the end of 1994, he says, the German motor industry will employ 300,000 fewer workers. He insists that rationalisation has to be accepted in Germany as a "normal development", but he refuses to speculate on the political implications of rising unemploy-

"All I can say is we need an economic policy aimed at growth." He seems to despair of such action from Bonn where he sees "a vacuum

unification and the drama of the economic collapse". Gov-ernment failure to develop convincing measures has led to politicians losing all credibility, he says. Instead, he turns hopefully to Europe. "Look at France. The economic, political and unemployment situation is at least as tense as in Germany. Look at Italy, not to mention the UK. No individual government

has been able to find answers. Protectionism is out of the question and any government trying to buy its way out of trouble by spending huge amounts of public money risks ruining its country. "There is no alternative. The answer must be that we press on to economic and monetary unification. But the Community must also talk seriously about an industrial policy. The root of our problems lies in the lack of convincing European solu-

tions," he says. Reuter dislikes the dirigiste ring of the term "industrial policy". But, he insists, "one will never be able to find a perfect way of running a free market without any kind of

Indispensable elements would include common income and value-added tax systems, a regional policy to iron out structural economic distortions such as imbalances in employment patterns, and a joint, measured approach to research and development. "I am talking about a market

economy governed by a pragmatic, professional approach ... We need further policy coordination and this can only be achieved with a common European currency," he concludes. With his unshaken helief in the capacities of European

# Politics in the age of the microchip t matters that Mr Al Gore, America's vice president, cares passionately about technology. One of the

peculiarities of modern politics is that most politicians spend most of their time on issues that have little or no bearing on the future prosperity of their nations. Diplomacy, for example, continues to outrank economics and finance, which in turn outrank science and technology. Yet we are living in the age of the microchip not the age of Metternich. Since the great depression, technological change (something beyond the ken of diplomats and economists) is reckoned to have accounted for about two thirds of the rise in global liv-

ing standards.
One reason for being confident about America's long-term future is the attention it is now paying to technology. The Clinton-Gore policy paper Technology for America's Economic Growth signals a fundamental shift in US priorities. During the cold war, technology policy was driven by a desire to maintain a military lead over the former Soviet Union. The US ploughed huge sums into two areas basic science and defence research and development. By any standards, the policy was a resounding success. US academics head the Nobel prize lists in every category of basic science while the Pentagon enjoys a near monopoly of the world's smartest weapons.

But with US industrial dominance taken for granted, no attention was paid to economic competitiveness. Last year only 2 per cent of the \$73bn federal R&D budget was spent on projects relevant to manufacturing industry. Total spending on civilian R&D accounted for only 1.9 per cent of national income, against 2.7 per cent in Germany and 3.0

per cent in Japan.
The Clinton administration is determined to make industrial expansion the main goal of federal technology policy. Free market economists are making the predictable response, which is that the hire of big profits will always



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be the most effective spur to commercial innovation. They are correct, but they are wrong to imply there is nothing government can do to belp. Many of the most important technol-ogies of the 20th century. including computers and jet engines, were initially wholly dependent on the public purse.

The Clinton-Gore technology plan is deliberately modest in scope and seems to avoid many of the pitfalls of old-style industrial policies. It envisages additional spending of only \$17bn over four years - hardly an irresponsible goal. It recog nises that the military R&D machine can be wound down only gradually. The civilian share of the federal &&D budget is projected to rise from about 40 per cent to just over 50 per cent by 1998. Over time, the network of 700 federal laboratories will be expected to devote up to 20 per cent of their budgets to R&D partnerships with industry, against ss than 5 per cent today.

The strategy admittedly does not entirely avoid the error of trying to pick winners -Washington wants to help US industry develop new "clean car" technologies. But the single biggest boost to civilian innovation is a research and experimentation tax credit worth about \$2bn a year which will not discriminate between different sectors.

There are, moreover, at least two big ideas that could pay off handsomely. The first is the national network of "information superhighways" long championed by Mr Gore. Drawing an analogy with publicly subsidised railways in the 19th century, Mr Gore believes that

huge productivity gains will be possible if all businesses, gov-ernment agencies, schools and households can ultimately be linked in a national fibre optic grid. The plan is to provide modest subsidies for groups wanting to tap into such a communications network, thus giving the private sector an incentive to accelerate plans for its construction. As with the big infrastructure projects of the past, information superhighways could spur a new generation of commercial technologies. The other big idea also

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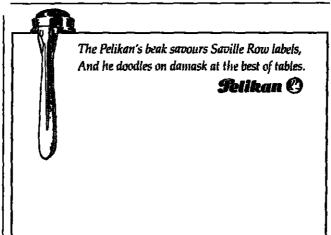
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draws on an historical parallel US farms achieved huge gains in productivity this century partly as a result of agricul tural "extension" services that ensured rapid dissemination of new technologies and manage ment techniques. Building on past pilot projects, the Clinton administration wants to create a national network of manufac turing extension centres to make sure that the nation's 360,000 small and medium-sized manufacturers have access to the latest technologies and training techniques.

The Clinton-Gore plan will also promote so-called "agile manufacturing" programmes and "regional technology alliances". The idea is to use the flexible corporate relationships pioneered in dynamic regions such as Silicon Valley as a template for general industrial development. It will thus encourage the formation of regional clusters or networks of companies and research institutes to share information and jointly develop new products and markets.

The Clinton administration's attempt to reorient US federal science and technology policy is still at the embryonic stage. But it would be a mistake to assume it will be counter-productive just because interventionist policies have a mixed record in Europe and Japan. On the contrary, what is now happening in the US may well become a model for a new breed of intelligent industrial policies - that is if politicians wake up to the importance of



**CROSSWORD** 

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integration and frustrated by

the lack of activity and even

comprehension in Bonn, Reu-

ter appears for the moment a

lonely figure. But on the basis

of the popular belief that what

is good for Daimler is good for

suring premise that he has the

full support of Deutsche Bank

(Daimler's biggest shareholder

and the leading power broker

across the upper reaches of

German industry), he is unlikely to be short of follow-

An admirer describes him as

a true architect of German

culture", which probably suits this modest intellectual better

than the "revolutionary" tag. But like a true revolutionary,

Reuter has recognised that tim-

ing is everything. Those who

get it wrong - be they in poli-

whose heads finish up in the

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Germany, and the more reas

# The bogeyman will be back

fter the British government's latest reprieve in the interminable struggle over Maastricht in the House of Commons, it begins to look as if the treaty may eventually be ratified. If that should be the outcome - the battle is far from over - it would be a realistic but unenthusiastic expression of the balance of opinion in parliament. Many of its members dislike aspects of the treaty, but only a small minority dislike the whole thing so passionately that they welcome the opportunity to challenge Britain's membership of the European Community.
The conclusion of the ratifi-

cation process would therefore be a relief all round; but it would not be the end of the

If the government imagines that the controversy over the objectives of Maastricht will be put to sleep by ratification, it is deluding itself. Europe has long been a malicious bogeyman for the British, and it will leap right out at them again, not in some distant future, but immediately and repeatedly; ing until the day (if it ever comes) when the British political establishment finally resolves its ambivalent feelings about the European Community, one way or another.

Second, the surreal procedural by-ways along which the House of Commons is crawling towards ratification must raise questions about the credibility of those very constitutional arrangements of national sovereignty which the British Euro-sceptics so fervently pro-

Last week provided a stri-



ori EUROPE

king example of official procedural jiggery pokery. The Labour party had fashloned an amendment attacking the government's opt-out from the treaty's social chapter. Through a de facto alliance between Labour and the Eurosceptics, it looked as though this amendment might bring down the treaty. But lo and behold, the government was miraculously saved because the deputy speaker ruled that the amendment was out of order. He gave no explanation, but his reason was said to be that the amendment was unacceptable because it was critical of the treaty. This interpretation is bizarre, perverse, incredible; which does not mean that it is not true.

Even without Maastricht, the case for constitutional reform was already on the agenda, at least for the Labour party and the Liberal Democrats. Mr John Smith, the Labour leader, last week set out a long list of desirable reforms, including the election of the House of Lords, protection of human rights and freedom of informa-

But Mr Smith's list also included reforms to bring Britain up to date in its constitutional relationship with European candidates from Europe. The restoration of strong local government, and the creation of strong regional government, may have their own domestic justification; but Mr Smith also argued the case as part of a four-tier European structure of government, of which the nation-state would be only one tier. As it happens, the Maas-

tricht treaty will require the establishment of a committee of the regions, to which each member state will nominate a national contingent. This will be simple for Germany, France, Spain or Italy, because they have regional governments of various kinds. But it will be a poser in Britain, which has no regional governments in England, and only paternalistic substitutes in Scotland, Wales and Northern Ireland.

In any case, British ratification is not the end of a story, just the beginning. Before the end of this year we shall be plunged into a new debate on the objectives of the treaty; before the middle of next year, we shall be engaged in renego-tiating it; and that means we shall have to go through par-liamentary ratification again. First, there is bound to be a

far-reaching reassessment of the credibility of the programme for economic and monetary union. It cannot eas-Ily take place in public until there is complete ratification, for fear of frightening the voters or encouraging the specula-tors; but it may be precipitated if the next French government presses for an accelerated ranprochement with Germany. Second, the negotiations for the admission of new member

states, starting with the west

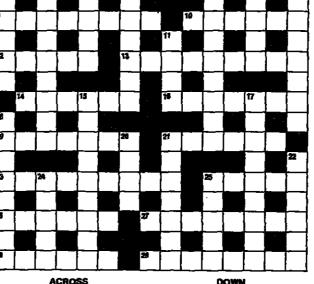
Efta, are bound to set off a serious re-examination of the general objectives of the treaty, and in particular its institutional arrangements. Ostensibly, the candidates

will disclaim any demand for British or Danish-type opt-outs. They can hardly avoid a debate about the treaty's long-term

The institutional question will be more controversial. At present, the weighted votes in the Council of Ministers are heavily skewed in favour of the smaller member states, in comparison with their share of EC population. Officially, the Community has disclaimed any desire to change the voting weights. The candidates would join with the same votes as comparable existing members.

The problem is that all present candidates, and almost all future candidates, are small countries. The official position is really just a polite fiction which must be kept up until Denmark's second referendum on May 18. But the voting weights must be changed, because the big countries will not agree to the progressive domination of the small, especially since the political commitment of the new members

is at least open to question.
In logic, the small countries should demand some political compensation for a cut in their votes; this could take the form either of a strengthening of the role of the European Parlia-ment, or of an increase in unweighted majority voting. Either way, the enlargement treaty, which must be ratified in parliament, will pose a serious dilemma for the British government



Once meant a period in Jail (8) 5 It gives the compiler severe headache (6)
9 Be responsible for changing

the rule (8) 10 Write in French "No colours" (6) 12 Bring back a violin that may

12 Bring back a violin that may be played (5)
13 Trouble there will be if you buy the infernal thing (4,2,3)
14 Leave to get a rope (6)
16 A popular resort and sadly so, I put in (7)
19 Without an escort and of indeterminate age (7)
21 Goods from France on sale at the confectioner's (6)
23 Spreading out a number (9)
25 Count, perhaps, a boxer is

25 Count, perhaps, a boxer is happy to take (5) 26 Make copies and skedaddle

(3,3) 27 Dug the spurs in and lashed

22 Dug the space in (4.4)
28 Are huddled inside, out of the rain but miserable (6)
29 Asked to see the damn contrivance in action (8)

Retiring also inside to have a drink (6) 2 The way trade fluctuations

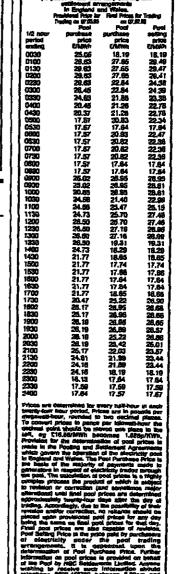
had lessened (9)
3 Sounds and signs that mean everything's all right (5)
4 Chosen to compete against, all the same (7) 6 Result of giving the pupils too much work (9) 7 In the preliminary period, taking a trip north (3,2) Tin with brass in it (5,3)

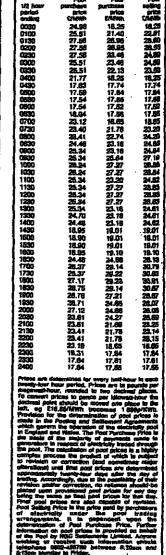
11 Run away, you report, with a circus performer (4) 15 Taking the place of, at some stage (6,3)
17 A little assistance is required with the secretarial work (9) 18 Having had no crossed lines

20 Stand up, the one in blue (4) 21 Give the musicians time to dress (7) 22 Went really fast but was

beaten (6) 24 Was in the past and will be in future nervous (5)
25 A foreign character volun-

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday March 20,





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Notice is hereby given that, in accordance with the provisions of the above mentioned Floating Rate Notes, the rate of interest for the six months period from March 8, 1993 to September 8, 1993 (184 days) has been fixed at 5% per annum.

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